

2007-2008

REPORT FROM THE TEACHER RECRUITMENT & RETENTION TASK FORCE

Report from the Teacher Recruitment and Retention Task Force

Executive Summary

As part of the 2007 fiscal year budget, the General Assembly adopted Proviso 1A.66 , which reads:

Proviso 1A.66. (SDE-EIA: Teacher Recruitment/Retention Task Force)
The Education Oversight Committee shall convene a task force to evaluate current teacher recruitment and retention policies, particularly those that impact on schools that have historically underachieved. Included in the task force will be representatives from the Department of Education, the Center for Educator Recruitment, Retention, and Advancement (CERRA-South Carolina), institutions of higher learning, the Student Loan Corporation, the Commission on Higher Education, and classroom teachers from throughout South Carolina.

Pursuant to the proviso, a Teacher Recruitment and Retention Task Force was created. The task force met four times over the space of eight months and analyzed a myriad of reports and data on national and South Carolina teacher recruitment and retention programs and trends. At present, there are several effective teacher recruitment and retention programs in South Carolina, including the Teacher Loan Program, the Teaching Fellows Program, PACE, Teacher Cadet, Troops to Teachers, and the National Board Certification program. Despite the efforts of these programs, teacher turnover occurs at an undesirable rate, with one-third of South Carolina new teachers leaving within the first five years of entering the profession. Too, South Carolina's 30 teacher preparation institutions are not graduating enough individuals to supply the state's needs, now or in the future. To address the needs of the state, the task force made the following recommendations:

- A data collection system similar to the one implemented in Virginia should be developed or purchased and adapted for South Carolina to collect more accurate and definitive data on teacher recruitment and retention for research and development of policy in the future.
- The South Carolina Induction and Mentoring Program: Implementation Guidelines should be fully funded in 2008-09, including stipends for mentors, to strengthen district leadership and provide for the effective mentoring of beginning teachers.
- Marketing of the teacher recruitment and retention programs that presently exist in South Carolina should be expanded through the responsible agency or sponsoring institution to increase the awareness and effectiveness of these programs, especially in the recruitment of males and African Americans.
- The presidents and provosts of the teacher preparation institutions, with the assistance of the Commission on Higher Education, should convene and collaborate on a comprehensive plan to recruit the best and brightest individuals into the teacher preparation programs and increase the number of graduates prepared to teach in South Carolina schools.

- A study on teacher compensation, to include examination of innovative ways to increase compensation for teachers beyond traditional salary, should be conducted by the State Budget and Control Office.

Report from the Teacher Recruitment and Retention Task Force

The issue of teacher recruitment and retention has been of concern in South Carolina and the rest of the United States for many years. Many factors influence the ongoing battle to recruit and retain quality teachers, a battle that has many fronts. Statistics gathered by the Commission on Teaching and America's Future and the United States Department of Education indicate that up to 50 percent of new teachers leave the profession within five years of entrance. Mathematics, science, and special education positions go unfilled every year as the number of vacancies exceeds the number of qualified candidates available to fill them. Looming on the horizon in the next 5-10 years is the retirement of many veteran teachers.

With these factors in mind, the General Assembly adopted Proviso 1A.66 , which reads:

Proviso 1A.66. (SDE-EIA: Teacher Recruitment/Retention Task Force) The Education Oversight Committee shall convene a task force to evaluate current teacher recruitment and retention policies, particularly those that impact on schools that have historically underachieved. Included in the task force will be representatives from the Department of Education, the Center for Educator Recruitment, Retention, and Advancement (CERRA-South Carolina), institutions of higher learning, the Student Loan Corporation, the Commission on Higher Education, and classroom teachers from throughout South Carolina.

Pursuant to the proviso, a Teacher Recruitment and Retention Task Force was created. The Task Force, which includes representatives from the Department of Education, the Center for Educator Recruitment, Retention, and Advancement (CERRA-South Carolina), institutions of higher learning, the Student Loan Corporation, the Commission on Higher Education, the South Carolina Independent Colleges and Universities, and the Personnel Director's Division of the South Carolina Association of School Administrators, also includes thirteen educators from around the state. The educators represent classroom teachers and administrators (see Appendix A for a list of task force members). The Task Force first met in February, then again in June, August, and September.

Review of Existing Literature

There have been many studies of the various issues affecting teacher recruitment and retention. The issue is very complex; as evidenced by the diversity of viewpoints/findings regarding the topics within teacher recruitment and retention, which include teacher pre-service preparation, compensation packages, working conditions, recruitment and retention incentive programs, and mentoring and induction programs. The short literature review below is but the proverbial "tip of the iceberg" of literature that has been produced over the last five years regarding the different aspects of teacher recruitment and retention.

Educating School Teachers, by Arthur Levine (2006), looked at the teacher preparation portion of teacher recruitment. In the study Levine found: 1) that many teacher candidates receive inadequate preparation, especially in being able to cope with today's classrooms; 2) that the curriculum presented teacher candidates is in disarray; 3) that the faculty in teacher preparation programs are disconnected from the very schools they are preparing teachers for; 4) that schools of education have low admission standards; 5) that there is little quality control from within and from outside the teacher preparation programs; 6) that there are disparities in institutional quality; and, 7) that there is "a significant relationship between the type of university a teacher attended and their students' achievement growth." Levine offered five recommendations for change: 1) transform education schools from ivory towers into

professional schools focused on school practice; 2) focus on student achievement as the primary measure of teacher education program success; 3) rebuild teacher education programs around the skills and knowledge that promote classroom learning; make five-year teacher education programs the norm; 4) establish effective mechanisms for teacher education quality control; and, 5) close failing teacher education programs, strengthen promising programs and expand excellent programs by creating incentives for outstanding students and career changers to enter teacher education at doctoral universities. Response to Levine's work was mixed, with the American Association of Colleges for Teacher Education (AACTE) stating "In particular, we challenge the need to start from scratch to create quality control and accountability. Further, we take exception to the elitism implicit in the proposal to expand programs at highly selective institutions, rather than to bolster those that prepare a majority of the nation's teachers." Whether one agrees with Levine or not, inadequate teacher preparation is often cited for the high teacher attrition rate for new teachers.

Another recent report, *Teachers and the Uncertain American Future*, issued by the Center for Innovative Thought sponsored by the CollegeBoard (2006), addressed the "perfect storm" that is brewing over teacher recruitment in general. The report cited many alarming statistics on teacher preparation, recruitment and retention and charged that the nation's citizens, business leaders, and politicians refuse to see the storm's approach. Included in the statistics was the statement that teachers in K-12 are among the lowest paid professions at the entry level, and that it is common for teachers with 5-10 years experience to still be making less than recent graduates entering other careers. The report urged an increase in teacher compensation, 15-20 percent now and by 50 percent in the near future, to be funded partially through a "Teachers' Trust" funded by the federal and state governments and the private sector. Other recommendations encouraged making teaching a "preferred profession," creating multiple pathways into teaching, and closing the diversity gap that exists in the teaching profession with new and stronger incentive programs.

One area of teacher recruitment and retention under greater scrutiny today is the incentive programs offered by the various states and school districts to attract and retain teachers. A recent article in *Education Week*, "Teacher-Pay Incentives Popular but Unproven" (September 27, 2006), stated that there is little research that shows that incentives provide the results intended. *The New York Times* published an article on incentives on August 27, 2007 titled "With Turnover High, Schools Fight for Teachers." The article highlighted the importance of incentives to recruit teachers in Guilford County, North Carolina, New York, Los Angeles, Kansas, and Chicago. Guilford County was offering bonuses of up to \$10,000, depending on the school and certification area. New York was offering a housing incentive of up to \$5,000 for a home down payment. Most incentive programs have not been around long enough to analyze the impact they have on teacher recruitment or the retention rates of the teachers recruited. Long term data is needed on the various incentive programs to determine their effectiveness in recruiting and retaining teachers. Incentive programs also do not always attract the best teachers to the schools needing the most help. Frequently the reasons that individuals seeking teaching positions do not locate in a particular locality have less to do with salary, and more to do with quality of life issues such as affordable or available housing, proximity to shopping malls, movie theaters and hospitals. These issues are often more important than salary, and cannot be offset easily by bonuses or higher salaries.

A fourth area of research on teacher recruitment and retention focuses on working conditions. While many studies highlight the importance of adequate preparation of pre-service teachers, other studies point to the importance of having a strong mentoring program for new teachers in place. Having adequate support at the beginning of one's career is only one working condition affecting teacher retention. A study of the working conditions conducted in South Carolina in

2004 and issued in 2005 found that the two most important factors affecting working conditions in the state were collegiality among the faculty and staff and administrative support. Adequate materials, well-maintained buildings, and personal safety were other working conditions cited as frustrations to teachers.

Another study with South Carolina ties was *Rural Teacher Recruitment and Retention Practices: A Review of Literature, National Survey of Rural Superintendents, and Case Studies of Programs in Virginia*, released in December 2005 by Edvantia. The study identified four challenges related to recruiting and retaining teachers in rural areas: 1) lower pay; 2) geographic and social isolation; 3) difficult working conditions, such as having to teach classes in multiple subject areas; and 4) NCLB requirements for highly qualified teachers. The study identified five strategies currently being used to address the challenges: 1) grow-your-own initiatives; 2) targeted incentives; 3) improved recruitment and hiring practices; 4) improved school-level support for teachers; and 5) use of interactive technologies. While the study stated that these practices can make a difference, additional strategies were suggested, including: 1) collecting state and local data on teacher supply and demand; 2) basing recruitment efforts on data analysis; 3) involving the community in welcoming new teachers; 4) investing in leadership development; and 5) evaluating recruitment efforts often. The study had a direct connection to South Carolina: one grow-your-own program studied in Virginia - "Teachers for Tomorrow" - was patterned after South Carolina's Teacher Cadet Program. The two other case studies conducted for the report focused on "Career Switcher Programs" (in South Carolina called Career Changers and PACE) and Mentoring Programs (also present in South Carolina as part of the Induction program).

Cassandra M. Guarino, Lucrecia Santibanez, and Glenn M. Daley (2006) conducted a study that reviewed the recent literature on teacher recruitment and retention. The authors developed the conceptual framework of their study from the economic labor market theory of supply and demand. They reviewed thousands of studies conducted since 1980 on teacher recruitment and retention, focusing on articles that used teacher labor market data that included data from 1990 or later, were empirical in nature (offered evidence rather than opinion, theory or principles), were of high quality, and were published in scholarly journals. The study provided data on the following six areas: 1) the characteristics of individuals who enter teaching; 2) the characteristics of individuals who remain in teaching; 3) the external characteristics of schools and districts that affect recruitment and retention; 4) compensation policies that affect recruitment and retention; 5) pre-service policies that affect recruitment and retention; and 6) in-service policies that affect recruitment and retention.

The summary of their findings represents the overall trends regarding research on teacher recruitment and retention and are listed below.

- 1) The characteristics of individuals who enter the teaching profession:
 - Females form a greater proportion of new teachers than males.
 - Whites form a greater proportion of new teachers than minorities.
 - College graduates with higher measured academic ability were less likely to enter teaching than were other college students. It is possible that the difference in measured ability was driven by elementary teachers, who represent a majority of teachers.
 - An altruistic desire to serve society is one of the primary motivations for pursuing teaching.

- 2) The characteristics of individuals who leave the teaching profession:
 - The highest turnover and attrition rates for teachers occur in their first years of teaching and after many years of teaching when nearing or reaching retirement, producing a U-shaped pattern of attrition with respect to age and/or experience.
 - Minority teachers tend to have lower attrition rates than white teachers.
 - Teachers in the fields of science and mathematics were more likely to leave the profession than teachers in other fields.
 - Teachers with higher measured academic ability (as measured by test scores, such as SAT, ACT, Praxis I, Praxis II, etc.) were more likely to leave the profession.
 - Female teachers have higher attrition rates than males.
- 3) External characteristics of schools and districts that are related to teacher recruitment and retention rates:
 - Schools with higher proportions of minority, low-income, and low-performing students tend to have higher attrition rates.
 - Urban school districts have higher attrition rates than suburban and rural districts.
 - Teacher retention is usually higher in public than in private schools.
- 4) Findings regarding compensation policies and their relationship to teacher recruitment and retention:
 - Higher salaries are associated with lower attrition rates.
 - Teachers are responsive to salaries outside of their districts and the profession.
 - Dissatisfaction with salary was associated with higher attrition and decreased commitment to teaching according to teachers responding to surveys.
- 5) The impact of pre-service policies on teacher recruitment and retention:
 - Graduates or completers of nontraditional and alternative teacher education programs appear to have higher rates of retention in teaching than national comparison groups and often differ from traditional recruits in their background characteristics.
 - There is some evidence that streamlined routes for credentialing or certification provide more incentive to enter teaching than monetary awards.
 - Pre-service testing requirements may adversely affect the entry of minority candidates into teaching.
- 6) The impact of in-service policies on teacher recruitment and retention:
 - Schools that provided mentoring and induction programs, especially those related to collegial support, have lower turnover rates among beginning teachers.
 - Schools that provide teachers with more autonomy and administrative support have lower levels of teacher attrition and migration.
 - Accountability policies might lead to increased attrition in low-performing schools.

The authors of the study summarized their findings by saying:

The entry, mobility, and attrition patterns summarized above indicate that teachers exhibit preferences for higher salaries, better working conditions, greater intrinsic awards and tend to move to other teaching positions or to jobs or activities outside teaching that offer these characteristics when possible. In particular, the finding that higher compensation is associated with increased retention is well established. These findings lend support to the theory. . . that the recruitment and retention of teachers depends on the attractiveness of the teaching profession relative to the alternative opportunities available. The relative attractiveness of teaching depends on the notion of relative “total compensation”

- a comparison of all rewards stemming from teaching, extrinsic and intrinsic, with the rewards of other possible activities that could be pursued.

The literature reviewed above is but a microcosm of the reports and studies completed on teacher recruitment and retention over the last ten years. One common theme in all of the literature is that there are no “quick fixes” or solutions to the teacher recruitment and retention situation. The issues presented are relevant in many ways to South Carolina and to the work of this task force.

Teacher Turnover and Vacancy Data in South Carolina

Teacher turnover and vacancy information is collected each year by the Center for Educator Recruitment, Retention, and Advancement (CERRA). CERRA is located at Winthrop University and works cooperatively with other organizations and the various school districts to provide leadership in identifying, attracting, placing, and retaining well-qualified individuals for the teaching profession. CERRA maintains the South Carolina Teacher Application System, a common internet based application program for the state, and since 1989, has held teacher exposition for participating districts, which over the last three years has led to the direct hiring of almost 400 teachers. The statistical data gathered by CERRA on the vacancies in the various districts, the Department of Juvenile Justice, and the SC School for the Deaf and the Blind each year is used to help identify the critical needs certification areas for application by the Teacher Loan Program, as well as monitor areas where recruitment efforts need additional attention.

Data collected by CERRA in the 2006-07 Fall Teacher/Administrator Supply and Demand Survey showed that 8,101 teachers were hired by the various districts in South Carolina. This number includes teachers changing districts and individuals hired for the first time in South Carolina. The data also are collected by grade level and subject area certification, and the source of the new hire. Summary data for 2006-07 is in Table 1 and data from 2001-06 can be found at <http://www.cerra.org/pr/publications.html> under CERRA Supply and Demand Data.

Table 1
New Hires by Source – 2006-07

SOURCE	#	SOURCE	#
New Teacher Education Grad-In State	2,113.5	From another District- In State	1,969.5
New Teacher Education Grad-Out of State	760	From Out of State (not to include anyone already New Teacher in Education Grad-Out of State)	1057
Returning to Teaching-In State	522	From Outside the United States	340
Retired, Returning to Teaching	691.5	List the state/countries from where new teachers hired: ALL STATES (and DC) EXCEPT FOR VT and SD Countries/Territories: Australia, Canada, Chile, China, Colombia, Costa Rica, Ecuador, Guam, Haiti, India, Jamaica, Kenya, Korea, Philippines, Puerto Rico, Romania, South Africa, Spain, Trinidad, United Kingdom, Venezuela	
PACE Program	478		
Other:	183		
TOTAL: 8,114.5 (over counts by 13.5: 0.17%)			

Source: CERRA, 2006-07.

Several important points are evident from these data.

- Approximately 25 percent of the new hires were teachers leaving one school district for another.
- Only 26 percent of the new hires were new teachers trained in South Carolina teacher preparation programs.
- Including new teachers trained in teacher preparation programs in other states, 22 percent of the new hires were from out of state.
- Eight percent of the new hires were returning to the classroom after officially retiring.
- Four percent of the new hires were foreign nationals.

The data also indicate that presently South Carolina is not producing sufficient numbers of education graduates in its teacher preparation institutions to supply the state, as seen in the long term data presented in Table 2 (there are about 20,000 individuals who hold valid teaching certificates in South Carolina who, for a multitude of reasons, are not employed by a South Carolina school district). At present, over the last five years the state institutions are accounting for less than one-third of the new hires needed in the state each year.

Table 2 provides longitudinal information on sources of new hires, and the data for 2006-07 mirrors the data in previous years. Teacher turnover from district to district is between 22-24 percent, new hires from out of state make-up about 20-22 percent, new hires from South Carolina teacher preparation institutions encompass 26-30 percent, and eight percent are retirees returning to the classroom.

Table 2
New Hires by Source – 2001-07

Number of New Teacher Hires and Percentages of Those Hires by Source										
	New SC Grads	New Out-of-State Grads	Returning to Teaching	Retired Returning to Teaching	Retired Returning to Critical Needs Subject Area	Another District	Out-of-State	Other	Not Reported	Another Country
2006	2,113.5 (26.1%)	760 (9.4%)	522 (6.4%)	691.5 (8.5%)		1,969.5 (24.3%)	1,057 (13.0%)	183 (2.3%)	0	340 (4.2%)
2005	2,235 (30.0%)	561 (7.5%)	520 (7.0%)	652.5 (8.8%)		1,688.3 (22.7%)	908 (12.25)	492 (6.6%)	388 (5.2%)	NA
2004^	1,700 (26.2%)	450 (6.9%)	370 (5.7%)	137 (2.1%)	365.5 (5.6%)	1,582 (24.4%)	631 (9.7%)	335 (5.2%)	916.25 (14.1%)	NA
2003	1,536	450	286	102	414	976.5	441.4	214.5	408.5	NA
2002~	1,850	557	433	156	421.9	1,140	486	263.4	267.5	NA
2001	1,988	641	335.5	143	501.5	1,710.5	696	326	212	NA

^ Data from 83 systems ~ Includes two systems not previously surveyed (Dept. of Juvenile Justice and the SC School for the Deaf and the Blind) - accounted for 20 new hires. Source: CERRA, 2006-07.

Of equal importance to the source of new hires is the number of vacancies that still exist at the beginning of school. There were approximately 48,000 classroom teacher positions in 2006-07, 680.3 vacancies, or a rate of about 1.4 percent, were reported in the final supply and demand survey results in November 2006. Though not a large percentage overall, the vacancy rate varied by district, with some districts having no vacancies, and others having 20 or more. When student instruction and learning is addressed, however, even one unfilled position is too many, and the chances are good that when vacancies exist, high quality teachers are not present in every classroom. This number represents a 24 percent increase in the number of vacancies

from the 2005-06 school year, when there were 548.5 vacancies reported, and a 209 percent increase on the number of vacancies reported in 2001-02. In fact, since 2001-02, the number of vacancies reported by school districts, the Department of Juvenile Justice, and the SC School for the Deaf and the Blind, has steadily increased from 325.5 vacancies in 2001-02 to 680.3 in 2006-07. The statistics underscore the need for South Carolina to recruit, train, and retain, more teachers in the future.

Teacher Recruitment

Teacher recruitment actually occurs on two different dimensions. The first dimension is the recruitment of individuals into the profession as a whole, and the second dimension is the recruitment of teachers into specific districts or schools.

South Carolina has instituted a number of programs and initiatives to address the first dimension of teacher recruitment. Recruitment during this aspect often is viewed as getting high school juniors and seniors interested in the profession, then getting them to major in education at a college and university, with entry into the profession at the end of college. In reality, most high school students do not consider teaching as the career for them, and most college and university freshmen declare undecided as their major upon matriculation. South Carolina presently has several initiatives designed to recruit middle and high school students into the teaching ranks. They are:

- ProTeam/Freshman Academy
- Teacher Cadet Program
- Teacher Loan Program
- Teaching Fellows Program
- Call Me Mister
- Minority Recruitment

Recruitment of individuals into the profession does not end at the high school level or in the colleges and universities; there are several initiatives that focus on getting adults who are not of traditional college age or who are college graduates without an education background into the profession. They include:

- Program of Alternative Certification for Educators (PACE)
- American Board for the Certification of Teaching Excellence (ABCTE)
- Career Changers
- Troops to Teachers

CERRA coordinates the ProTeam/ Freshman Academy, Teacher Cadet and Teaching Fellows programs. Recruitment of individuals into the PACE and Career Changers is coordinated by the Division of Educator Quality and Leadership of the State Department of Education.

Each of the recruitment initiatives operating in South Carolina is successful in bringing individuals into the profession. ProTeam involved about 500 middle school students each year in learning about the profession. In March 2006, CERRA's Board of Directors decided to re-tool the ProTeam middle school program to meet the needs of ninth graders in the Freshman Academy models in South Carolina. Currently, this ninth grade pilot program is being utilized in five high schools in each of the CERRA regions. CERRA plans to expand the program into additional schools in the near future.

Many of those students who participated in ProTeam eventually ended up in the Teacher Cadet Program (TCP), a rigorous high school program that serves about 2,600 students academically-

able high school junior and seniors in 75 percent of the state's high schools each year. Piloted in four high schools in South Carolina in 1985-86, the TCP has grown to include approximately 155 South Carolina high schools. At the end of 2006-07, 39,036 individuals had completed the program. The honors level, college credit course is taught for a minimum of one class period per day for a year or the equivalent of that amount of time in contact hours. Students participating in the program should have at least a "B" average in college preparatory classes and have to secure five teacher recommendations and complete an essay on why they want to participate in the program to be admitted to the class. And, to address the increasing shortages of skilled teachers in such critical areas as math science and foreign languages, the Teacher Cadet Program has created and adopted programs to encourage students to become interested in teaching in these critical subject areas. The SAY (Science and Youth), MAY (Math and Youth) and FLAY (Foreign Language and Youth) curricula have been developed and adapted by creative and talented Teacher Cadet instructors in the program for use with peer lessons, field experiences and academic fairs. Interactive lessons interest students in these critical subjects. The Teacher Cadet Program has been modeled by Virginia and other states as a means of recruiting individuals into the teaching profession. At the end of the 2006-07 academic year, 39 percent of the 2,556 students who participated in the program indicated that they planned to enter the teaching profession.

The Teacher Cadet program is not a club, but over the last year the program has been instrumental in the establishment of chapters of the Future Educators Association (FEA) program sponsored by Phi Delta Kappa, International. FEA provides individuals interested in teaching as a profession a service-oriented organization where personal and professional relationships can develop as well as information on the teaching profession in general. At the beginning of the 2006-07 school year there were seven FEA chapters in South Carolina; one year later there are over 50, and CERRA hopes to expand the program further, especially to the institutions of higher learning in the state, which presently have only four of the existing chapters.

Participants from the Teacher Cadet Program are prominent in utilizing the Teacher Loan Program (TLP), a program that provides loans to aspiring teachers that offers the opportunity to have the loan canceled if the recipient teaches in a critical need geographic area or critical needs certification area. Created in 1984 as part of the Education Improvement Act (EIA), 12,505 individuals have borrowed money from the program since 1994-95 through the 2006-07 academic year, the period for which there is complete data. Beginning with an initial appropriation of \$1.5 million, the annual appropriation for the Teacher Loan Program has varied from \$1.2 to \$5.3 million since the inaugural year. Including budget transfers, funds available through repayment, and excluding administrative cost, the actual amount loaned should exceed \$6.0 million during 2007-08. The Student Loan Corporation (SLC) administers the program for the state of South Carolina. Since the inception of the program over 14,000 individuals have received a loan for at least one year.

According to regulations from the Commission on Higher Education, eligible applicants for teacher loans must meet the following criteria:

- Be a United States citizen;
- Be a resident of South Carolina;
- Be enrolled in good standing at an accredited public or private college or university on at least a half-time basis;
- Be enrolled in a program of teacher education or have expressed intent to enroll in such a program;
- Be in good standing on any other student loan;
- Be in the top 40 percent of their high school graduating class;

- Have an SAT or ACT score equal to or greater than the SC average for the year of graduation from high school or the most recent year for which data are available. For students currently enrolled as undergraduate students, have taken and passed the Praxis I;
- Have an undergraduate cumulative grade point average of at least 2.75 on a 4.0 scale.

Graduate students who have completed at least one semester must have a grade point average of 3.5 (on a 4.0 scale) and must be seeking initial certification in a critical subject area if the applicant already holds a teaching certificate. College freshmen and sophomores may receive loans for up to \$2,500 per year, while juniors, seniors, and graduate students may borrow up to \$5,000 per year. The maximum total loan amount for any individual student is currently \$20,000.

At the end of the 2006-07 school year, there were 5,271 educators working in South Carolina schools who had received loans through the TLP. Eighty-eight percent of those educators were involved in direct classroom instruction. The program generates about 2,000 applications annually and provides loans to approximately 1,500 students each year. Table 3 provides information on the appropriation history for the program, and Tables 4 and 5 provide statistical information on the gender and ethnicity of applicants to the program since 1994-95, the first year for which data are readily available.

Table 3

SC Teacher Loan Program: Appropriations and Loan Amounts Over Time

Year	Appropriation	Legislatively Mandated Transfers	Revolving Funds from Repayments	Total Dollars Available	Administrative Costs	Percent of Total Dollars Spent on Administration	Amount Loaned
1984-85	1,500,000	0	0	1,500,000	124,033	8.3	300,000
1985-86	1,250,000	0	0	1,250,000	71,214	5.7	1,008,115
1986-87	1,943,059	75,000 ¹	0	1,943,059	84,376	4.3	1,776,234
1987-88	2,225,000	75,000 ¹	100,000	2,325,000	98,976	4.3	2,277,402
1988-89	2,925,000	75,000 ¹	350,000	3,275,000	126,941	3.9	2,889,955
1989-90	3,300,000	0	300,000	3,600,000	154,927	4.3	3,284,632
1990-91	4,600,000	1,000,000 ²	300,000	4,900,000	210,741	4.3	3,978,476
1991-92	4,600,000	1,000,000 ²	900,000	5,500,000	217,981	4.0	4,350,908
1992-93	4,775,000	1,175,000 ²	1,350,000	6,125,000	248,703	4.1	4,628,259
1993-94	4,775,000	1,175,000 ²	1,350,000	6,125,000	254,398	4.2	4,805,391
1994-95	5,016,250	1,233,750 ²	1,135,000	6,151,250	272,260	4.4	4,761,397
1995-96	3,016,250	0	1,885,000	4,901,000	219,058	4.5	3,999,053
1996-97	3,016,250	0	1,108,500	4,124,500	222,557	5.4	3,936,538
1997-98	3,016,250	0	2,067,000	5,083,000	248,704	4.9	4,393,679
1998-99	3,016,250	1,000,000 ³	2,565,000	4,581,250	295,790	6.5	4,423,446
1999-2000	3,016,250	1,000,000 ³	2,550,000	4,566,250	272,115	5.0	4,240,693
2000-2001	3,916,250	0	3,000,000	6,916,250	279,800	4.1	5,556,854
2001-2002	3,016,250	145,216*	3,265,000	6,136,034	321,058	5.2	5,815,382
2002-2003	2,863,826	144,471*	2,950,000	5,669,355	346,601	6.1	5,332,946
2003-2004	3,016,250	129,980*	2,953,266	5,863,826	362,600	6.2	5,476,936
2004-2005	3,209,270	0	1,821,610	5,030,880	392,375	7.8	4,638,505
2005-2006	5,367,044	0	354,175	5,721,219	402,300	7.0	5,318,915
2006-2007	5,367,044	0	939,900	6,306,944	437,885	7.0	5,869,059
2007-2008	5,367,044	0	1,070,841**	6,437,885**	437,885**	6.8**	6,000,000**

Source: SC Student Loan Corporation, 1995-2007. *Mid-year budget cuts. ¹Transferred to SC State for minority recruitment.

²Transferred to Governor's Teaching Scholarship Program. ³Transferred to SDE for technology and GT identification; **projected amounts

Table 4
Distribution of Applicants to the Teacher Loan Program by Gender
1994-95 through 2006-07

Year	Number Applied	Gender					
		Male		Female		Unknown	
		#	%	#	%	#	%
1994-95	2,242	246	11	1,476	66	520	23
1995-96	2,024	305	15	1,692	84	27	1
1996-97	1,446	195	13	1,189	82	62	4
1997-98	1,545	247	16	1,241	80	57	4
1998-99	1,569	261	17	1,267	81	41	3
1999-00	1,532	263	17	1,212	79	57	4
2000-01	2,028	299	15	1,628	80	101	5
2001-02	2,297	288	13	1,769	77	240	10
2002-03	2,004	246	12	1,599	80	159	8
2003-04	1,948	253	13	1,480	76	215	11
2004-05	1,735	261	15	1,413	81	61	4
2005-06	1,902	282	15	1,305	69	315	17
2006-07	2,033	328	16	1,482	73	223	11
TOTAL	24,305	3,474	14	18,699	77	2,078	9

Source: SC Student Loan Corporation, 1995- 2007.

Table 5
Distribution of Applicants to the Teacher Loan Program by Race/Ethnicity
1994-95 through 2006-07

Year	Number Applied	Ethnicity							
		African-American		Other		White		Unknown	
		#	%	#	%	#	%	#	%
1994-95	2,242	210	9	20	1	1,580	70	432	19
1995-96	2,024	271	13	31	2	1,664	82	58	3
1996-97	1,446	236	16	14	1	1,115	77	81	6
1997-98	1,545	258	17	12	1	1,195	77	80	5
1998-99	1,569	301	19	9	1	1,193	76	66	4
1999-00	1,532	278	18	14	1	1,164	76	76	5
2000-01	2,028	310	15	25	1	1,555	77	138	7
2001-02	2,297	361	16	15	1	1,630	71	291	13
2002-03	2,004	280	14	14	1	1,506	75	204	10
2003-04	1,948	252	13	13	<1	1,426	73	257	13
2004-05	1,735	263	15	17	1	1,357	78	98	6
2005-06	1,902	267	14	28	1	1,416	74	191	10
2006-07	2,033	356	17	20	1	1,495	74	162	8
TOTAL	24,305	3,643	15	232	<1	18,296	75	2,134	9

Source: SC Student Loan Corporation, 1995-2007.

The TLP is a very successful recruitment program for South Carolina and participants in the program continue to fill South Carolina classrooms. A more recent program, the Teaching Fellows Program, is just beginning to make an impact on South Carolina classrooms. The General Assembly created the Teaching Fellows Program in 1999 to recruit up to 200 high achieving high school seniors each year into teaching. Students who receive a Teaching Fellows award go through a rigorous selection process and are awarded up to \$6000 per year as long as they continue to meet minimum criteria. Recipients agree to teach in South Carolina at least one year for each year they receive an award and they sign a promissory note that requires repayment of the scholarship should they not teach. In addition to being an award

instead of a loan, the Teaching Fellows Program differs from the Teacher Loan Program in that recipients do not have to commit to teaching in a critical need subject or geographic area to receive the award. Presently the program serves approximately 700 individuals each year, 175 per cohort. Individuals receiving the scholarships attend one of eleven Teaching Fellows institutions and participate in advanced enrichment programs in education and professional development opportunities during summer months, and are involved with communities and businesses throughout the state. Participants receive up to \$6000 in yearly scholarships for four years while they complete a degree leading to teacher certification. The scholarship provides up to \$5700 for tuition and board and \$300 for summer enrichment programs (contingent on funding from the S.C. General Assembly) administered by the Center for Educator Recruitment, Retention, & Advancement (CERRA). These individuals are expected to enter the teaching profession for a minimum of four years in exchange for the scholarship. They also agree to:

- Enhance the image and esteem of the teaching profession
- Promote and develop innovation and reform in education
- Involve the community and businesses in the education of teachers
- Work in partnership with public schools to train preservice teachers
- Develop educational leadership
- Utilize technology in education to improve student achievement
- Promote multicultural awareness and an appreciation of the state's diverse population
- Provide faculty-wide professional development for the college or university community.

At present five cohorts of Teaching Fellows have graduated from the program, placing 400-500 individuals in South Carolina classrooms. As the larger cohorts begin to graduate, South Carolina should see an ever increasing number of Teaching Fellows recipients in the classroom.

On a smaller scale than any of the previous programs discussed is the Call Me Mister program, a program housed at Clemson University designed to recruit and place African American males into the elementary classroom. According to the mission statement issued by the program, "The Call Me MISTER program is an effort to address the critical shortage of African American male teachers particularly in the State's lowest performing schools. Program participants are selected from among under-served, socio-economically disadvantaged and educationally at-risk communities." The program provides financial assistance in the form of scholarships, an academic support system for students participating in the programs, and a cohort system for social and cultural support. Clemson works with four historically African American institutions of higher learning – Benedict College, Claflin University, Morris College, and South Carolina State University – on the program. Participants also have the option of starting their higher education career at one of five Technical Colleges – Greenville, Midlands, Orangeburg-Calhoun, Tri-County, and Trident. The number of participants in the program has grown to an average of 150 during the last two to three years, with freshmen making up the largest group in 2007-08. Though small overall, the program is recruiting teachers from a part of the community - African American males - where other programs are not being successful.

Another program focusing on the recruitment of African Americans is the Minority Recruitment Program. Begun in 1993-94, the Minority Recruitment Program is located at South Carolina State University and receives \$467,000 annually, of which \$200,000 is earmarked for loans, to recruit African Americans into the profession. The program provides loans similar to the TLP to African American students at South Carolina State University to enter the teaching profession, though the requirements for admission to the program are different. Since the inception of the program, 110 individuals had completed the program by the end of 2005-06, and 106 had entered the teaching profession. According to the program report issued for the EIA Subcommittee of the Education Oversight Committee, 98 of the 106 (92 percent) that entered teaching are still in the profession. Though producing small numbers, there were 52 active

participants for the 2006-07 academic year, the program addresses an important need in the state – African American teachers. African Americans presently constitute about 17 percent of the teaching corps in the state. More are needed for the future, and on a bright note, over 20 percent of the new hires in 2006-07 were African American.

The programs discussed thus far are designed to recruit individuals into the teaching profession prior to or during the undergraduate years. The programs are recruiting individuals into the profession, though not the numbers needed at the present time. Several programs are designed to recruit individuals into teaching following graduation from college. The program having the greatest overall impact on recruitment is the PACE program - The Program of Alternative Certification for Educators. The program was created as part of EIA to provide conditional certification for individuals who wanted to teach in a critical need subject area, but lacked certification. The program allows individuals to obtain certification while being a classroom teacher by taking courses leading to certification. In addition, PACE participants can receive loans under the TLP of up to \$1000 per year to defray the expenses incurred while becoming certified. The loans are canceled as long as the participants teach in a critical needs area. To enter the program, a person must have:

- An earned bachelor's degree or above from a regionally accredited college with a major in a South Carolina certification area. Participants can be evaluated for a major equivalent if they have thirty or more semester hours earned in content area coursework, twenty-one of which were earned at the junior or senior level or above; or twenty-four or more semester hours earned in content area coursework at the graduate level.
- A passing score on the appropriate Praxis II subject area examination(s).
- Employment as a teacher in a South Carolina public school district.
- Verification of two years prior full-time work experience. The work experience must include at least one year of continuous full time work. Part-time work experiences can be combined for an equivalent to one year of full time work experience, but cannot replace the one year of continuous full time work. Work experience does not have to be teaching experience.

Table 6
PACE Information

	Teachers in First Year of PACE	Teachers in Second Year of PACE	Teachers in Third Year of PACE	Teachers in Fourth Year of PACE (extensions granted)
2006	454 (5.6% of new hires)	363	276	50
2005	422 (5.7% of new hires)	292	266	NA
2004[^]	337 (5.2% of new hires)	311	308	NA
2003	341 (7.1% of new hires)	442	369	NA
2002~	552.4 (9.9% of new hires)	515	396	NA
2001	648 (9.9% of new hires)	NA	NA	NA

[^] Data from 83 systems ~ Includes two systems not previously surveyed (Dept. of Juvenile Justice and the SC School for the Deaf and the Blind) - accounted for 20 new hires. *Source: CERRA, 2006-07.*

CERRA collects data on the PACE program as part of the annual Fall Teacher/Administrator Supply and Demand Survey. Table 6 contains data on the PACE program hires between 2001-02 and 2006-07.

The PACE program has contributed between 350 – 500 teachers to the profession each of the last three years, and presently over 1300 individuals are registered in either the first, second or third year of training. Over 450 individuals attended information sessions on the program during the summer of 2007. It is important to note that PACE participants constitute 5-10 percent of the new hires over the last six years.

Another program designed to recruit individuals into the teaching profession after undergraduate school is the Career Changers Program. The Career Changers Program, a loan program, was established in 2000 to assist individuals who want to become teachers and already have a bachelor's degree and work experience, but need a different degree in order to teach. Individuals in the Career Changers Program are eligible to borrow up to \$15,000 per year and up to an aggregate maximum of \$60,000. The loan can be used for any purpose at the discretion of the recipient; it is not designated for tuition, room, board, books, etc., and the loan gets canceled in the same manner as the TLP as long as the recipient enters the teaching profession in a critical need area. Tables 7 and 8 provide demographic information on the applicants to the Career Changers Program, data that mirrors closely the demographic data on the TLP. The vast majority of applicants are white females, though more African Americans apply to Career Changers than the TLP, and fewer males apply to Career Changers than the TLP.

Table 7
Career Changer Recipients by Gender, 2000-07

Year	Recipient Number	Gender					
		Male		Female		Unknown	
		#	%	#	%	#	%
2000-01	37	4	11	33	89	0	0
2001-02	120	25	21	94	78	1	<1
2002-03	109	21	19	81	74	7	6
2003-04	111	16	14	87	78	8	7
2004-05	145	28	19	116	80	1	<1
2005-06	100	12	12	76	76	12	12
2006-07	96	12	13	71	74	13	13
TOTAL	718	118	16	558	78	42	6

Source: SC Student Loan Corporation, 2000- 2007.

Table 8
Career Changer Recipients by Race, 2000-07

Year	Recipient Number	Race							
		White		A-A		Other		Unknown	
		#	%	#	%	#	%	#	%
2000-01	37	29	78	6	16	1	3	1	3
2001-02	120	89	74	23	19	2	2	6	5
2002-03	109	87	80	13	12	0	0	9	8
2003-04	111	73	66	26	23	2	2	10	9
2004-05	145	121	84	18	12	2	1	4	3
2005-06	100	77	77	17	17	1	1	5	5
2006-07	96	70	73	20	21	1	1	5	5
TOTAL	718	546	76	123	17	9	1	40	6

Source: SC Student Loan Corporation, 2000- 2007.

Since the inception of the program, 718 individuals have received a loan from the program, and 431 have reached cancellation status; of those 431, 312, or 72.4 percent have taught or are teaching to repay the loans and over half the participants are still actively teaching. The program, though recruiting small numbers of teachers each year, is contributing to the recruitment of teachers.

There are two other programs - American Board for the Certification of Teaching Excellence (ABCTE) and Troops to Teachers - recruiting non-traditional teaching candidates into the profession. ABCTE was adopted by the legislature during the 2007 session and the 2007-08 school year will be the first year candidates from that program enter South Carolina schools. The program provides individuals with a bachelor's degree from a regionally accredited college, and who pass the appropriate test developed by ABCTE, to obtain certification from ABCTE. An individual who earns the ABCTE certificate and obtains a job offer from a South Carolina public school can then obtain a one year certificate from the State of South Carolina. Full certification can be earned over a three year period by successfully completing the induction and ADEPT program required of all new teachers.

Troops to Teachers is a cooperative project between the U.S. Department of Education and the South Carolina Department of Education. The program is federally funded to assist retired and separated members of the Armed Forces, as well as Guard and Reserve personnel, with obtaining certification and employment as teachers. Troops to Teachers provides support to personnel who are making the transition to teaching and to the districts who hire them. Originally established in 1994 as a Department of Defense program, oversight and funding for Troops to Teachers was transferred to the U.S. Department of Education by the National Defense Authorization Act for FY 2000, but operation of the program remains with the Department of Defense. The goals of the program are:

1. Help relieve teacher shortages.
2. Provide positive role models for the nation's public school students.
3. Assist military personnel to successfully transition to teaching as a second career.
Eligible veterans may receive either a stipend of not more than \$5,000 to assist in attaining teacher certification or a \$10,000 incentive grant bonus for participants who teach for three years in a high needs school.

The program has produced 375 teachers for South Carolina schools since the program began. For 2006-07, 24 individuals became classroom teachers in South Carolina through the program. The program in South Carolina ranked seventh in the nation for teacher placements of veterans in the classroom. Of the 375 teachers hired 80 percent are males, 20 percent are females, and 52 percent are minorities. Sixty-two percent are teaching critical subject areas and 27 percent are teaching in critical geographical areas. The program recently added the Spouses to Teachers component, one of only three states in the nation to have the program. Future impact of the program could be affected by the re-enlistment patterns in the armed forces.

When looking at teacher recruitment, one fact cannot be overlooked – teacher shortages exist in most subject areas; almost all areas are identified as critical need areas based on teacher vacancies. The certification areas that have consistently had unfilled vacancies across the state year after year are science, mathematics, and special education. Table 9 contains data from the 2006-07 Fall Teacher/Administrator Supply and Demand Survey on vacancies last school year.

Table 9
Vacancies by Area of Certification, 2006-07

SUBJECT	Number of teachers		
	Elementary	Middle	High
Agriculture			2
American Sign Language (ASL)	0	0	0
Art	6	0	3
Biology			5
Business Education - including Accounting, Keyboarding, Marketing		2	3
Chemistry			3
Dance	0	0	1
Driver's Education			2
Early Childhood/Elementary	86.5		
English for Speakers of Other Languages (ESOL)	2	2.5	6
English/Language Arts		27	23
Family and Consumer Science		1	2
French	0	0	1
German	0.2	0	0
Guidance	3	5.5	6
Media Specialist	7	2	1
Music/Band/Chorus	16	7	5.5
Physical Education	7	0	2
Physics			0
Reading	2	0	1
Related Arts	0	0	0
School Psychologist	6	2	4
Science		32	27.8
Social Studies		16	12.5
Spanish	4	6	12
Spec. Ed: Deafness & Hearing Impairment	4.5	1	2
Spec. Ed: Emotional Disabilities	6	8	1
Spec. Ed: Learning Disabilities	24.8	24	32
Spec. Ed: Mental Disabilities (EMD/TMD)	9	11	5
Spec. Ed: Multicategorical (Generic)	6	2	6
Spec. Ed: Orthopedically Impaired	1	2	0
Spec. Ed: Severe Disabilities	4	1	0
Spec. Ed: Visual Impairment	1	0	1
Speech and Drama	0	0	0
Speech Language Therapist	40.5	9	4.5
Technology Integration Specialist	0	0	3
Theatre	0	0	0
Trade and Industry		0	2
Other:	9	5	13
TOTAL: 683.3 (over counts by 3: 0.44%)*	245.5	192.5	245.3

*Break out by position resulted in three more vacancies that reported overall. Source: CERRA, 2006-07.

Early childhood is an area that may have teacher certification shortages in the future as the number of four-year old programs increases. Middle school certification is an area of concern because middle school certification as a specific area of certification has developed only

recently, but the need to get all teachers highly qualified as required by No Child Left Behind increases the speed at which middle school teachers need to obtain middle school certification. While math, science, and special education positions go unfilled each year, rarely does a social studies position go unfilled for the lack of a certified candidate. Vacancies in social studies often occur because individuals are unwilling to relocate. Social studies is one of the few certification areas that is not identified as critical need, along with health, agriculture, and school psychologists.

Another area of recruitment that has only recently attracted specific attention is actual recruitment by institutions of higher learning of students into the field of education. Colleges and universities often recruit students for the fields of engineering, business, mathematics, or one of the sciences, but seldom do these institutions recruit high school students or undergraduates with undeclared majors to become teachers. With South Carolina needing, according to the annual Fall Teacher /Administrator Supply and Demand Survey, an average of 6,974.1 new teachers each year over the last six years to replace retiring or leaving teachers, and with 474.7 of those positions going unfilled each year, the state's teacher preparation institutions must do a better, and more vigorous job of recruiting individuals into the teacher preparation programs.

How should they do this? Time, money and effort need to all be allocated by each institution to the recruiting of individuals into education. In Georgia, an approach adopted by the Board of Regents for the state university system in 2005 was to set the goal of producing 7,000 new education graduates, including 1800 minority graduates, by the end of the 2009-2010. In 2003-04, the system produced 3,155 education graduates. Of the 3,155, less than 800 were African American. The Board of Regents set a goal for each teacher preparation institution to meet by 2010 and challenged each institution to find the means to meet the goal. Increasing the number of education graduates by 222 percent in just over five years is a tall task.

One South Carolina institution – South Carolina State University - is looking at establishing a new program to help recruit teachers into the education program. The program – to be called The SCSU Bridge Program – would establish formal working ties between the university and the school districts of the I-95 corridor to provide African American teachers to those districts. Since 1975, when 32 percent of South Carolina's teachers and 40 percent of the students were African American, the percentage of African American students has increased to almost 48 percent, while the percentage of African American teachers has declined to 17 percent. The university acknowledges that the number of graduates from its program, and the number of African American education graduates statewide, has declined in recent years and is insufficient to meet the demands of a growing African American student population.

The focus of the program would be to work with promising high school students in preparing for the SAT or ACT, and for preparing for the Praxis I exam, a basic skills exam developed by ETS and utilized across the nation for admission to teacher preparation programs. The program would also provide loans to students that could be canceled by teaching in the participating districts, and would provide a two week summer experience to get the students ready for matriculation into college. After matriculation into college, the program would provide students with tutors as necessary, provide mentors and advisors, provide access to software for mastery of material on the Praxis II content tests and the Principles of Learning and Teaching test, and offer enhancement seminars in reading, writing, and mathematics.

Recruitment has one other aspect that is often overlooked by educators and policy makers, and that is the recruitment of teachers from one district to another district. Over the last five years approximately eight percent of the state's teachers have left the classroom each year. The actual turnover rate, however, is much higher, as an additional four percent of teachers changed

districts each year, and rates of change among schools within districts is unknown. At the very least, 12-13 percent of the teachers are new to their classrooms each year, which results in a loss of continuity and focus on instruction and instructional initiatives at the school level. Teacher turnover, the primary cause for recruitment, is not just about people leaving the profession – it is often about movement within and among districts.

Districts and schools often “rob Peter to pay Paul” as they seek to fill the vacancies that exist each year. Numerous districts have developed incentive programs described in the literature review at the beginning of this report. The incentive programs range from one time bonuses for certain subject area teachers, others include moving expenses, and still others, like Dillon Three, are beginning to provide assistance on student loan repayment and assistance in finding a place to live. Fairfield County advertised for teachers in late July 2007, offering bonuses of \$6,000 to science, mathematics, and special education teachers and \$4,000 bonuses to elementary teachers. Additional bonuses were available if a teacher has a high success rate on Advanced Placement tests or End of Course tests. Richland One has developed incentives for its lowest performing schools – called A Plus schools, and is offering qualified candidates the opportunity to earn a Master’s Degree in Divergent Learning from Columbia College at district expense. Teachers who earn the degree must agree to teach in the school for several years or they have to repay the district for the cost of the degree.

The cost of turnover is difficult to determine, but the National Commission on Teaching and America’s Future has developed a teacher turnover calculator to help school district personnel and the general public understand the cost of teacher turnover. One upstate South Carolina urban elementary school experienced a 20 percent turnover (7 of 36) of teachers between 2006-07 and 2007-08. Excluding any bonus that the district might provide, the calculator estimates that replacing those seven teachers will cost the district \$58,800. This cost does not include any district level costs, the costs to student learning, nor other “hidden” costs for which no data are available. Between 2005-06 and 2006-07, one lowcountry South Carolina rural school district experienced a loss of 23 teachers out of 151 positions. According to the calculator, the turnover cost the district \$143,750, not including any of the hidden costs. The financial impact of teacher turnover is significant to school districts and the taxpayer, let alone the cost to student achievement.

Teacher Preparation, Training and Certification

As complex as teacher turnover and teacher recruitment is, Teacher Preparation, Training and Certification is equally complicated. There are presently 30 institutions of higher learning in South Carolina that offer one or more teacher preparation programs. Information on the 30 institutions is available at <http://www.scteachers.org/educate/edprog.cfm> by both institution and/or by program (see Appendix B for a list of the institutions). The number of institutions offering a program of study varies; 27 institutions offer a program in Early Childhood, but only 10 offer a program in Spanish, and only USC-Columbia offers a media specialist program. On average, the 30 teacher preparation institutions offer 13 programs, with USC-Beaufort offering only a program in early childhood, to South Carolina State University, which offers 34 programs at either the undergraduate or graduate level. All programs must meet NCATE (The National Council for Accreditation of Teacher Education) standards in order to offer degrees. New programs must also receive accreditation and approval by the Commission on Higher Education. Many institutions of higher learning have been dropping programs in recent years as the number of students enrolled in the program has declined or evaporated.

One major issue with the Teacher Preparation, Training and Certification area is the fact that the 30 institutions report the number of individuals in their programs differently. Each year each institution is required to report through the Title II requirements the number of individuals

passing the various tests for certification (Praxis I, Praxis II). However, institutions report information differently so that accurate and complete data are not available. For example, some institutions report only completers, those that have completed all requirements for completion of the degree and/or certification, while other institutions report the number of individuals entering a program.

The data in the Title II report are interesting, and they document the challenge facing South Carolina in producing enough teachers to meet the needs of the state. During the 2003-04 academic year, as reported in the 2005 Title II State Report, only 66 individuals statewide took the Praxis II mathematics content test, with 64 passing. Fewer than ten individuals took the German, Spanish and French tests, 111 took the English Language, Literature and Composition test, with 109 passing, while 822 individuals took the Elementary Education test, with 807 passing. And, while pass rates for these tests are impressive, averaging 97-98 percent, the number of individuals taking the various tests is not sufficient to meet the needs of South Carolina. Many of the state's teacher preparation programs no longer allow teacher candidates to enter student teaching unless they have passed the appropriate Praxis II tests. The number of individuals in a given education program may be greater than the number taking the Praxis tests, but the number of completers of the programs are much smaller to indicate success rate of graduates. The most recent Title II report for South Carolina, and the reports from 2001-2006 for all states, is available at <https://www.title2.org/Title2DR/StateHome.asp>.

The Commission on Higher Education collects data each year on degrees awarded, and on majors, from all institutions of higher learning, including degrees in education and the various disciplines like history, biology, and mathematics. However, the number of degrees awarded in an area of education does not mean that the individual awarded the degree applies for a South Carolina teacher certificate or intends to teach in the public schools. At schools where a large number of students are from out of state, like Furman and the Citadel, many of the education majors do not intend to teach in South Carolina; instead, they intend to return to their home state to begin their careers. The number of continuing students from year to year is difficult to track, and it is unclear how many students take a semester or year off during the course of their college career, for whatever reason, in order to know how many graduates in education or related fields will be produced each year. In reality, there are little concrete data on the actual number of graduates eligible to apply for certification; prior to 2006-07 there was no clear information on what percentage of the graduates eligible for certification actually apply for, and receive, certification.

Institutions also set the requirements for student teaching, and until 2006-07, the Division of Educator Quality and Leadership of the State Department of Education did not know how many students were student teaching each academic year; each institution placed the practice teachers without having to notify the Division of Educator Quality and Leadership. Beginning with the 2006-07 year, however, individuals entering student teaching had to begin the application process for certification in order to pass a background check; failure to pass the background check prevents the individual from student teaching, and subsequently, getting a certificate. Requiring individuals to begin the application process prior to student teaching now allows the state of South Carolina to better track and predict the number of individuals completing education programs in South Carolina institutions, receiving a South Carolina certificate, and subsequently entering the profession. During 2006-07, there were 2,757 individuals who student taught in South Carolina.

The lack of clear data on teacher recruitment and preparation is a problem that is not unique to South Carolina; other states are experiencing the same problems. At least three states – Virginia, Louisiana, and Kentucky – are in the process of developing data collection systems to

alleviate the problem. In Virginia, the state has developed a Web based system to gather information on teacher preparation candidates from the point they enroll in an education program, through the first five years of employment or the first five years after graduation. Virginia's program, called VITAL – Virginia Improves Teaching and Learning, has three components, one to collect data on teacher application into education programs, a second to allow for surveys with the individuals that enter the teacher application process, and a third to report and analyze data from the various institutions of higher education that prepare teachers. The system was developed to address the deficiencies Virginia identified in teacher preparation data collection –fragmented agency responsibility for data collections, lack of personal identifiers, different schedules of data collection, and no standard data definitions. Virginia used a Teacher Quality Enhancement Grant from the US Department of Education to establish “a data-collection system to provide credible and reliable information on teacher and teaching quality indicators.” Data collected through the system will be used to:

- identify ways of affecting teacher retention and effectiveness
- assess the supply of potential teachers
- aid in predicting and responding to shortage areas
- support research efforts to enhance teacher education programs.

The system is being piloted during the 2007-08 academic year at several institutions with full implementation expected during 2008-09.

A system similar to VITAL would alleviate many of the data collection problems regarding teacher recruitment and retention for South Carolina. Obtaining high quality longitudinal data for the state would provide a better understanding of the teacher recruitment and retention issue and allow for better planning in the future.

The certification process often comes under fire. The institutions of higher education set the requirements for program completion and verify for the Division of Educator Quality and Leadership that an applicant for certification has met the requirements of the specific program. To begin the certification process, an individual must submit a two-page application, along with a completed fingerprint card for FBI screening and pay a \$75 non-refundable fee for the screening. The applicant requests a transcript from the college or university verifying graduation and requests the designated official at the college to complete and submit a recommendation for certification form to the Division of Educator Quality and Leadership. Finally, the applicant must have passed all pertinent Praxis II content exams and Principles of Teaching and Learning exams and have the scores submitted to the Division of Educator Quality and Leadership. Once the applicant passes the background check and all required portions of the application are received and verified, the Division of Educator Quality and Leadership issues a certificate.

In recent years it has taken the Division of Educator Quality and Leadership as long as 16 weeks to issue a certificate. The division receives up to 3,000 inquiries a week, depending on the time of the year, on certification and recertification issues. Over the past year the Division of Educator Quality and Leadership has taken action to rectify this problem. The General Assembly provided the division with five additional FTEs in the 2006-07 budget and additional people were hired to handle the volume of mail. In addition, a specific phone call center has been set up during the afternoon hours to address telephone inquiries, freeing up the certification specialists to handle the issuing of certificates. In mid-June 2007, the wait time to receive a certificate was down to about two weeks. The division hopes to keep the reply time down to 1-2 weeks in the future. Alleviating the backlog should lead to greater satisfaction on the part of educators with the certification office and perhaps give the division an opportunity to

analyze the vast amount of data contained in the certification files in regards to teacher recruitment and retention.

Retention

Retention is a major issue in the teaching profession (in fact, the Task Force identified retention as the most important issue facing the profession at the first task force meeting). There are several times in the career of an educator when the topic is paramount. The first time that retention is an issue is when an individual is finishing his or her education degree and considers entering the workforce. Due to a lack of data, it is unclear how many individuals complete an education program, earn a degree, but never enter the teaching profession, for reasons that are unknown.

The second retention point comes during or at the end of the first year of teaching. The first year of teaching is more difficult than most people imagine, and a good support system for the new teacher is paramount to keeping the person in the profession. As part of South Carolina's ADEPT program (Assisting, Developing, and Evaluating Professional Teaching), new teachers are supposed to have mentors who provide guidance and direction during the first year, also known as the induction year. Mentoring has been used by businesses and other professions as a means of providing guidance to new employees or to employees who show great promise in the profession. Mentoring has also been shown to help most first and second year teachers cope with the many demands of their first teaching position, including:

- relocation, resulting in a lack of social and/or familial support system
- new curriculum, requiring the development of lesson plans for every day
- classroom management issues
- parent conference issues
- lack of materials to establish a classroom
- unexpected paperwork, for which no training has been provided
- little to no free time during the work day to take care of essential personal tasks
- being given the lowest level classes to teach.

A well-trained mentor should provide guidance for the new teacher in the areas of classroom management, curriculum implementation and pacing, instruction, and assist the new teacher with many of the unfamiliar tasks as well as provide moral support or, sometimes, just a "shoulder to cry on" when a trying day overwhelms the new teacher. Mentoring is required by South Carolina law for all teachers participating in the induction program, a part of the ADEPT program. The South Carolina Induction and Mentoring Program: Implementation Guidelines, call for extensive training for teachers selected as mentors. According to the guidelines, teachers selected as mentors also should have at least five years of teaching experience, have demonstrated "proficiency in the use of computer technology," and should want to be a mentor. Districts are responsible for selecting mentors that have the following qualifications or capabilities:

- has knowledge of beginning-teacher professional development and effective adult learning strategies;
- is conversant with the ADEPT process;
- has knowledge of researched-based instructional strategies and effective student assessment based on the state's academic standards;
- understands and appreciates the importance of an educator's having a thorough command of the subject matter and skills that he or she is teaching;

- understands and appreciates the importance of literacy in the teacher as well as the student and therefore underscores the necessity that language, as both reading and writing, be emphasized in every classroom;
- has a record of exemplary teaching and professional conduct that allows him or her to serve as a role model;
- has effective interpersonal and communication skills;
- has a demonstrated commitment to his or her own professional growth and learning;
- has the willingness and the ability to participate in professional preparation to acquire the knowledge and skills needed to be an effective mentor;
- has the willingness and the ability to engage in nonevaluative assessment processes, including the ability to hold planning and reflective conversations with beginning teachers about their classroom practice;
- has the willingness and the ability to work collaboratively and share instructional ideas and materials with beginning teachers; and
- has the willingness and the ability to deepen his or her understanding of cultural, racial, ethnic, linguistic, and cognitive diversity.

Districts are also expected to provide mentors with time to observe the new teacher and time for the new teacher to observe the mentor and provide time for the two to meet at least once a month. Furthermore, the district is supposed to have the mentor selected for the new teacher by the beginning of school, or in the case of a late hire, within two weeks. And, the district must use at least two of the following three factors when matching a mentor with the beginning teacher: 1) matching areas of certification (*matching* certification is *required* for special-area educators), 2) matching or close grade levels in teaching, and/or 3) physical proximity to one another on the school campus. Mentors must not serve as evaluators of the new teacher.

The South Carolina Induction and Mentoring Program: Implementation Guidelines are scheduled to become operative at the beginning of the 2008-09 school year, and the level of implementation is dependent on the funding for the program provided by the state and local districts. The State Department of Education requested \$12 million for the program in the 2007-08 budget, the funds to provide professional development and training seminars for up to 5000 mentors, stipends for mentors, release time for mentors (substitutes or other expenses), and district mentoring coordinators. Funding was not provided in the 2008 fiscal year budget and districts are using available local funds to develop their implementation plans for the guidelines and, in some cases, training seminars for mentors and stipends. Many mentors receive little training for their task, and, therefore, may not provide the assistance most first year teachers need. As stated earlier in the literature review section, a strong well-implemented mentoring program can reduce attrition by first year teachers by providing the guidance and support necessary to ensure a positive first year experience.

While a strong mentoring program is important to the retention of first year and other novice teachers, adequate preservice preparation is also important. There are individuals who maintain that teacher preparation programs do not adequately prepare individuals for the first year of teaching (the Board of Regents for the University of Georgia system addressed this issue by taking the unprecedented step of establishing a "Warranty" for their teacher graduates in 1999, agreeing to remediate, at the preparation institution's cost, any teacher determined to be inadequate during the first two years in the classroom; at this time there is little data to determine the impact of the "warranty"). While the assertion may be valid in some ways, all of the pitfalls that a new teacher faces cannot be anticipated. Areas that teacher preparation programs are often criticized for not preparing teachers adequately for are classroom management, time management, and parent conferencing, but in many ways it is impossible to completely prepare an individual for all of the situations they will encounter. A teacher

preparation program cannot prepare a new third grade teacher for the number of transient students she will encounter during her first year; during the 2006-07 school year one new third grade teacher in an upstate school district had 40 different students on her roll at some point during the year, a situation which would challenge a veteran teacher. And, while all individuals new to the workforce in their profession experience similar employment issues, new teachers are especially vulnerable to pitfalls because teaching is more individualized than most professions; thus, the need for a trained mentor to assist with the assimilation into the workforce.

CERRA collects data on the reasons given by educators to the school district for leaving a district or position as part of the annual Fall Teacher/Administrator Supply and Demand Survey. The data from the last six surveys is presented in Table 10. The data in the table are interesting – data for 5,383 are given in 2006-07, and only about five percent admitted to leaving the profession, though no reason is known for another 21.5 percent. Termination occurred in 4.1 percent of the departures, while retirement led to the departure of another 28.3 percent, a teaching position in another district 29.6 percent, and 8.7 percent left for a teaching position in another state. Data from previous years show similar trends in the percentages in the various categories.

Table 10

Reasons Given for Leaving District								
	Retired	Left Profession	Another Teaching Position In-State	Another Teaching Position-Out-of-State	New Position In District	Position in Education Out-of-District	Termination	Unknown/Other/Not Reported
2006	1,521.5	267	1,592	471	80.5	70	222	1,159
2005	1,193	262	1,419	388	153	212	134	1,869
2004^	1,149.5	204	1,305	395	113	196	301	1,549.5
2003	913.5	295	725.5	317	89	28	246	1,390
2002~	1,044	472	942	341	90	84	288	2,164
2001	1,168	435	1,308	409	193	79	203.5	1,254

^ Data from 83 systems ~ Includes two systems not previously surveyed (Dept. of Juvenile Justice and the SC School for the Deaf and the Blind) - accounted for 20 new hires. *Source: CERRA, 2006-07.*

National statistics indicate that up to 50 percent of new teachers leave the profession within the first five years of entering. Data on South Carolina's attrition rate collected by the Division of Educator Quality and Leadership of the State Department of Education and presented in the 2007-08 budget request from the Department stated that 16.7 percent of teachers leave the profession after the first year of teaching, 27.5 percent leave by the end of the third year, and 33.5 percent leave after five years. While South Carolina's rate may be one in three teachers leaving the profession instead of one in two, the rate of attrition must be reduced. Many individuals leave the profession because of adverse working conditions, which include:

- Unsupportive administration
- Lack of instructional materials
- Lack of collegial atmosphere among faculty
- Lack of empowerment by administration
- Poor facilities
- Antagonistic parents

- Disrespectful students
- Large class sizes
- Expectations by district or school administrators to work days off contract without pay.

The 2004 report from the South Carolina Teacher Working Conditions Survey found that the lack of a collegial atmosphere among faculty was the working condition most often cited as affecting teacher retention. Mentoring could be one way to improve collegiality. Lack of leadership or an unsupportive administration was cited second. Lack of empowerment was third in importance, and lack of materials/poor facilities was fourth.

While working conditions are very important to teacher retention, teacher pay is often cited as a primary concern for both recruitment and retention of teachers. In fact, the primary incentives South Carolina uses to retain teachers, and in some instances recruit teachers, are related to teacher compensation. They are:

- Stipend for earning certification from the National Board for Professional Teaching Standards (NBPTS), hereafter called National Board Certification
- TERI - Teacher and Employee Retirement Incentive program
- Signing Bonuses/Moving Costs
- Step raises on the Minimum Salary Scale
- Increases in compensation for advanced degrees.

Presently there are 5,076 individuals in South Carolina with National Board Certification. Some of these individuals have retired or entered the ranks of administration. Each of those individuals who are classroom teachers receives a \$7,500 annual stipend from the state; many receive local stipends from their districts, with local stipends reaching as much as \$5,500 annually. There are districts, however, that provide no additional stipend or that provide a stipend only if the national certified teacher teaches in an underperforming school (a list of the local stipends is found in appendix C). There is little doubt that the ability to earn National Board certification has retained some teachers in South Carolina, exactly how many individuals would be difficult to determine. More data may be available on that issue as the certification begins to expire for those who first received certification; it will be interesting to see how many individuals pursue recertification at the national level.

The full impact of the TERI program on the retention of teachers is also unknown; the South Carolina Retirement System collects data as educators, not classroom teachers. The program originally was developed for educators but was expanded to all state employees. A recent editorial in *The State* criticized the program as a “fiasco.” The paper stated the program did not make sense from the beginning, describing the rationale for the program as “Hey, we can entice smart 18-year-olds to become teachers by promising that if they put up with the hassle for 28 years, and do a *really* good job, they’ll get a little extra for staying around five *more* years.” As of May 2007, however, 11,530 school district employees had participated in TERI since its inception, a figure that represents 48 percent of all participants. Of the 11,530, 7,034 have ended their participation in the program, but some of the individuals who have completed the TERI program may still be teaching as rehired working retirees. Additional data are needed to understand how many teachers are actually working retirees, but access to the retirement data file was not available.

Data are available on how many educators are retiring each year. Over the last five fiscal years (2003-2007), an average of 1,182 educators have retired each year based on service data from the South Carolina Retirement System. Another 318 educators have retired early on disability. Finally, an average of 1,448 educators have elected to participate in TERI each year, though the

number choosing TERI dropped significantly in fiscal years 2006 and 2007 from previous years. Thus, on average for the last five years, 2,948 educators have retired or reached retirement status, but TERI is keeping almost half of those individuals in the schools (49.12 percent).

While TERI may be keeping individuals eligible to retire in the schools longer, the recruiting bonuses discussed earlier in this report may be contributing to teacher turnover. In addition to the districts reported in the recruitment portion of this report, at least 11 districts (the total number is unknown as some districts have not reported their incentives) offer signing bonuses of between \$500 and \$2,500 and six pay moving costs up to \$1,500 to teachers electing to teach in their district. Most of the signing bonuses are for science, math, or special education teachers, and districts disburse the payments differently; some pay the bonuses up front, others half up front, half at the end of the year, and still others spread the bonus out over the year. However, there is nothing to prevent individuals from moving from district to district to receive a bonus year after year, though some districts are now restricting the ability to earn a bonus to once from that particular district.

While signing bonuses are used by some districts, all districts are required to use the minimum salary scale established by the state as the base pay for their teachers (see Appendix D). Most districts add a local supplement to the scale. For 2007-08, the average teacher salary in South Carolina is expected to be \$45,479, \$300 above the southeastern average. States included in the southeastern average with South Carolina are Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Tennessee, Virginia, and West Virginia. North Carolina is in the process of raising the average teacher salary to \$52,296 by 2008-09, and Georgia was paying \$49,836 in 2006-07. The South Carolina average, however, includes the stipends for Teacher Specialists, National Board certified teachers, and all local supplements, and because of these additional programs are included, the average teacher makes less than the figure cited. In districts that pay beginning teachers at the minimum level for a bachelor's degree (\$26,975 in 2006-07), the final take home pay after required deductions and taxes equals about \$16,000. The beginning salary is not an incentive to enter the profession, though many teachers will admit they did not enter the field for the money, but to make a difference in the lives of children. And, where the starting salary is greater than the minimum, like Horry County, new teachers still have a difficult time affording to live off of the salary paid because of the high cost of living.

In January 2006, the South Carolina Association of School Administrators (SCASA) published the results of a recent study conducted by the Teacher Salary Schedule Revision Task Force (see Appendix E). Created in August 2005 in response to work initiated by the Personnel Division's Recruiting Action team, the report from the task force presented the following recommendations regarding the Minimum Salary Scale:

- Increase funding in order to raise the annual average teacher salary in South Carolina to the average of North Carolina and Georgia.
- Include in the Minimum Salary Schedule differential pay options for poverty, critical need subject areas, mentoring, and National Board Certification either by multipliers, line item, or column.
- Increase the number of steps on the Minimum Salary Schedule to 27, by annually funding an additional step for the next six years.

- Continue to provide \$7,500 annually to teachers who are certified by the National Board for Professional Teaching Standards.
- Provide \$2,000 to teachers who serve as mentors and meet all qualifications and training requirements as outlined in the state's Mentoring and Induction Guidelines approved by the State Board of Education in July 2005.
(<http://www.scteachers.org/index.cfm>)
- In addition to step increases, grant lump sum longevity bonuses of \$3,000 to educators employed in South Carolina public schools after every five years of service instate as identified by the following PCS codes: 03-08, 10, 11, 17 & 18 starting after year 10.
- Increase base pay of educators teaching in a State Board of Education approved critical needs subject area by a specified index as determined by the school district's free and reduced lunch percentage.
- Increase base pay of educators teaching in hard to staff schools by a specified index as determined by the school district's free and reduced lunch percentage.

The recommendations of the Teacher Salary Schedule Revision Task Force have merit, but this task force did not think the recommendations addressed all of the issues. One pressing issue to new teachers, and teachers who have recently received an advanced degree, is student loans. Though South Carolina has the Teacher Loan Program, and some of the federal Stafford Loans can be canceled if the recipient teaches in a qualifying school, many new and continuing teachers carry student loans that cannot be canceled and must be repaid. The loan payments, on amounts up to \$30,000, often become a burden for the new teacher, especially on take home pay of \$16,000 a year (\$1,333.33 per month). Several school districts recognize that the debt is a burden and as a recruitment tool they are offering direct assistance or repayment of the loans for the new teacher. Direct repayment of the loans for the new teacher increases the take home pay of the teacher more than increasing the teacher's salary, for taxes and other deductions are not increased.

Another compensation issue of primary importance is a place to live. Housing, in general, is an issue in many districts, though the issue in some districts, like Horry, is affordable housing, while in other districts, like Abbeville, the issue is available housing. Some school districts in South Carolina are considering returning to the teacherage, a residence building owned by the school district made available to teachers at low rent. The teacherage, while solving the problem of where a teacher can live in a district, may also provide a social network for individuals who have moved into the districts to teach, but have few or no family or friends living nearby, a common complaint of individuals who move to a new area to teach.

Teachers often seek graduate degrees to increase their salary and improve their skills. An earned master's degree increases a teacher's salary about \$4,300 and a doctorate increases the salary about another \$5,700 over the Master's degree. The salary increases, however, are often offset by the loan payments teachers are frequently saddled with to obtain the degree. One recent national study on teacher compensation suggested eliminating the stipend for additional degrees, stating there was no correlation between student achievement and teachers with advanced degrees, but research in South Carolina has shown that students of teachers with master's degrees do achieve at a higher level. Since most teachers personally fund their advanced studies, fewer teachers might pursue the degrees if a subsequent salary increase was not forthcoming to help pay back the loans or the money expended.

Perhaps it is time to be more creative in regards to teacher salaries, as presented in the SCASA Teacher Salary Schedule Revision Task Force report. Perhaps it is time to stop paying all teachers the same wages and base salary on the area of certification. Salary is cited as a reason for the lack of science and mathematics teachers, that individuals can make significantly more money in the private sector; actuarial mathematics majors often start out between \$75,000 and \$90,000. Other ideas include the development of a merit pay system and to let the base salary be the lowest anyone can receive, but if a merit system is established, is it based on what you know, what you do and/or how well you do it, and how would it be measured, etc.? Over 40 schools in South Carolina are presently participating in the Teacher Advancement Program (TAP), a merit pay program developed in conjunction with the Milken Foundation. Grants have been secured to implement the program, but once the grant money is expended, there is concern that some of the districts implementing the program may not be able to sustain the program once the grants expire. Merit systems exist in many states or districts, including Arizona, Iowa, New Mexico, and Denver, Colorado.

Other ways to creatively increase compensation for teachers include:

- Stipends for individuals serving as: department chairs, team leaders, lead teachers, club sponsors or other extracurricular areas, service on school committees, ADEPT evaluators, etc.
- Stipends of at least \$2400 for serving as mentors
- Mileage for teachers living at least 25 miles from the school
- Professional spending accounts for school supplies and curriculum materials
- Funding of up to \$100 per year for dues to professional content or curriculum organizations
- Participation in state professional curriculum organizations conferences at least once in 3 years; participation in national conferences once in 5 years, but not in same year
- Increased minimum salaries for teachers with master's or doctorate degrees
- Bonuses for unused sick leave days not used each year
- Compensatory time (on professional development days) for serving as substitutes; or, bonuses for each cumulative day served as a substitute
- Stipends for attending professional development programs or seminars in the summer or on weekends
- Stipends for home bound teachers at \$25 per hour and mileage
- Stipends for after school activities, Saturday school or other extended learning time or disciplinary function at \$25 per hour
- Adequate stipends for classroom teachers who also serve as athletic coaches.

While salary is often cited as a reason an individual leaves the profession, it should be noted that there are many other reasons for attrition, including:

- Starting a family
- Job change or transfer for spouse
- Marriage
- Returning to school full-time
- Becoming a caretaker for parent or other family member
- Personal sickness

Data were analyzed on the individuals who left teaching in South Carolina between 2005-06 and 2006-07 to try and determine what occupation the former teacher entered after leaving teacher. Forty-five percent of the almost 4,200 individuals who left educator positions in South Carolina

earned no wages in South Carolina during the last two quarters of 2006, and another 21 percent earned no wages during the fourth quarter. The data indicate that many of the individuals who leave the profession are not remaining in the work force in South Carolina, and if they do remain in the state, they are not walking into new jobs immediately.

And the attrition rate for teachers during the first five years may not be out of line with other entry level jobs requiring a bachelor's degree. Accounting firms report a 20 percent turnover rate during the first two years. Nurses change positions frequently, often in response to bonuses offered by competing hospitals or other health care related offices. Too, college graduates today are often told by economists and job counselors that they will have up to 20 jobs during their work career. Gone are the days when most individuals choose a profession and stay with it all of their working life.

But the fact that other industries experience a high turnover rate, or college graduates are told to expect a multitude of positions during the work career, does not lessen the importance of recruiting and retaining a high quality teacher corps. A stable and sufficient teaching force is necessary to provide all students with the opportunity to achieve at high levels, and to ensure that the state has a well-educated work force for economic growth.

Findings

- Teacher recruitment and retention is a complex issue for which there is no quick solution or “silver bullet” fix.
- South Carolina’s teacher preparation institutions and the alternative certification programs are not producing the sufficient number of graduates to meet the state’s needs.
- South Carolina has a number of teacher recruitment and retention programs in place that are successful in many ways.
- Most areas of certification are short teacher candidates or teachers; science, mathematics, and special education suffer the most critical shortages; early childhood could be a problem in the future.
- The data to analyze the number of teachers being produced and needed in the future are not available.
- Additional research on teacher recruitment and retention patterns in South Carolina is needed.
- Many beginning teachers do not get the support they need from veteran teachers and/or mentors to be successful, contributing to a high attrition rate from the profession.
- Recruitment of minority teachers – African-American, Hispanic, Asian – and recruitment of male teachers into the profession in larger numbers is needed.
- Working conditions are a major factor in teacher retention.
- Salary is a factor in teacher recruitment and retention, but increasing salary alone will not solve the recruitment and retention situation.

- Variations on the salary structure may be needed, to include differentiated pay for different areas of certification, a merit pay system, or more creative methods of compensation.

Recommendations

- A data collection system similar to the one implemented in Virginia should be developed or purchased and adapted for South Carolina to collect more accurate and definitive data on teacher recruitment and retention for research and development of policy in the future.
- The South Carolina Induction and Mentoring Program: Implementation Guidelines should be fully funded in 2008-09, including stipends for mentors, to strengthen district leadership and provide for the effective mentoring of beginning teachers.
- Marketing of the teacher recruitment and retention programs that presently exist in South Carolina should be expanded through the responsible agency or sponsoring institution to increase the awareness and effectiveness of these programs, especially in the recruitment of males and African Americans.
- The presidents and provosts of the teacher preparation institutions, with the assistance of the Commission on Higher Education, should convene and collaborate on a comprehensive plan to recruit the best and brightest individuals into the teacher preparation programs and increase the number of graduates prepared to teach in South Carolina schools.
- A study on teacher compensation, to include examination of innovative ways to increase compensation for teachers beyond traditional salary, should be conducted by the State Budget and Control Office.

Appendix A
Teacher Recruitment and Retention Task Force

Ms. Wanda Summers, Teacher, Edisto Elementary School
Ms. Leslie Carter, Teacher, Myrtle Beach High School
Ms. Jennifer Hunter, Teacher, Hannah-Pamplico High School
Mr. Gary Bettinger, Teacher, Bates Middle School
Ms. Terri Denise James, Teacher, Rock Hill High School
Ms. Barbara Hairfield, Teacher, Brentwood Middle School
Ms. Tara Brice, Teacher, Belton Elementary School
Ms. Yvette Salters, Teacher, Pacolet Elementary School
Ms. Michele Antonucci, Teacher, Bellevue Elementary School
Ms. Kindra Simon, Teacher, Central High School
Mr. Wendel Sims, Teacher, Crayton Middle School
Dr. Gayle Sawyer, CERRA
Dr. R. Lynn Kelley, Commission on Higher Education
Mr. Mike Fox, Student Loan Corporation
Dr. Mary Stepling, Chair, Department of Education, Columbia College
Dr. Allison Jacques, Office of Educator Certification, SDE
Dr. Lonnie Craven, Office of Educator Certification, SDE
Dr. Don Stowe, Office of Educator Certification, SDE
Dr. Leonard McIntyre, Dean, Education, Humanities & Social Sciences, SC State University
Ms. Traci Young-Cooper, Richland County School District One
Ms. Terri Myers, Director of Personnel, Berkeley County Schools
Mr. Charlie FitzSimons, Former President, SCICU
Dr. Jim Turner, Office of Educator Certification
Mr. Reggie Dean, Principal, Camden High School
Dr. Nancy Turner, Principal, White Knoll Middle School
Dr. Therese Kuhs, Department of Education, University of South Carolina
Dr. Sharon Moore-Askins, School of Education, Francis Marion University
Dr. Tina Marshall-Bradley, Dean, School of Education, Claflin University
Dr. Edgar Taylor, Superintendent, Laurens County School District 55
Ms. Falicia Harvey, Office of Educator Certification, PACE
Mr. Jason Fulmer, CERRA
Dr. Paul Horne, Jr., Director, Curriculum & Program Review, SC Education Oversight Committee
Mrs. Hanicia Graham, Budget Officer, SC Education Oversight Committee

Appendix B
Institutions with Teacher Preparation Programs

Anderson University
Benedict College
Bob Jones University
Charleston Southern University
Claflin University
Clemson University
Coastal Carolina University
Coker College
College of Charleston
Columbia College
Columbia International University
Converse College
Erskine College
Francis Marion University
Furman University
Lander University
Limestone College
Morris College
Newberry College
North Greenville University
Presbyterian College
South Carolina State University
Southern Wesleyan University
The Citadel
USC- Aiken
USC – Beaufort
USC – Columbia
USC – Upstate
Winthrop University
Wofford College

**Current Number of SC National Board Certified Teachers
Based on Score Reporting for December 2006**

- Absolute Ratings for 2006
 - (E) = Excellent
 - (G) = Good
 - (A) = Average
 - (BA) = Below Average
 - (U) = Unsatisfactory
- Current Candidates: "retake" indicates number of Retake candidates included in total number of Candidates for district
- Local Incentives: 59 districts offer local incentives with 39 of those offering a one-time bonus or annual supplement (see pages 6 – 8 for more detail)

School District	*Current Candidates (2007-2008 Cycle)	*Current Candidates (2006-2007 Cycle)	Total Current Candidates In Process (Both cycles and including Retake Candidates)	TOTAL NBCTs (Through 2006 Score Release)	Total # of Teachers	% of Teachers who are NBCTs	LOCAL Incentives (see pgs. 6 – 8 for details)
Abbeville (A)	2	11 (7 R)	13	51	296.10	17.22	YES
Aiken (A)	14	31 (13 R)	45	81	1,753.20	4.62	YES
Allendale (U)	0	1	1	1	143.20	.70	NO
Anderson 1 (G)	24	7	31	66	550.50	11.99	YES
Anderson 2 (A)	0	9 (2 R)	9	24	237.30	10.11	YES
Anderson 3 (A)	0	1	1	19	192.30	9.88	NO
Anderson 4 (A)	0	12	12	14	215.40	6.50	YES
Anderson 5 (A)	5	18 (9 R)	23	99	979.40	10.11	YES
Bamberg 1 (A)	0	6 (2 R)	6	6	129.60	4.63	NO
Bamberg 2 (BA)	0	0	0	0	82.0	0.00	NO
Barnwell 19 (BA)	0	0	0	2	69.40	2.88	NO
Barnwell 29 (A)	0	2	2	1	74.50	1.34	YES
Barnwell 45 (A)	0	2 (1 R)	2	11	186.50	5.90	NO
Beaufort (A)	10	24 (3 R)	34	103	1,493.20	6.90	YES
Berkeley (A)	17	84 (37 R)	101	175	1,907.80	9.17	YES

School District	*Current Candidates (2007-2008 Cycle)	*Current Candidates (2006-2007 Cycle)	Total Current Candidates In Process (Both cycles and including Retake Candidates)	TOTAL NBCTs (Through 2006 Score Release)	Total # of Teachers	% of Teachers who are NBCTs	LOCAL Incentives (see pgs. 6-8 for details)
Calhoun (BA)	0	1	1	12	147.0	8.16	YES
Charleston (BA)	35	97 (36 R)	132	329.0	3,589.70	9.17	YES
Cherokee (A)	9	8 (3 R)	17	24	721.70	3.33	YES
Chester (BA)	4	13 (4 R)	17	46.0	469.70	9.79	YES
Chesterfield (A)	7	13 (5 R)	20	61	583.50	10.45	NO
Clarendon 1 (BA)	0	0	0	3	78.40	3.83	NO
Clarendon 2 (BA)	10	2 (2 R)	12	21	225.40	9.32	NO
Clarendon 3 (A)	1	1 (1 R)	2	10	82.80	12.08	NO
Colleton (U)	4	3 (1 R)	7	19	483.70	3.93	YES
Darlington (BA)	3	28 (14 R)	31	59	852.50	6.92	YES
Dillon 1 (BA)	0	0	0	1	64.80	1.54	NO
Dillon 2 (U)	1	1 (1 R)	2	15	236.10	6.35	YES
Dillon 3 (A)	0	0	0	4	111.0	3.60	NO
Dorchester 2 (A)	24	31 (9 R)	55	111	1,377.0	8.06	YES
Dorchester 4 (BA)	0	11	11	4	187.70	2.13	YES
Edgefield (A)	0	5 (3 R)	5	27	330.20	8.18	YES
Fairfield (U)	0	5 (3 R)	5	15.0	331.80	4.52	YES
Florence 1 (BA)	13	20 (12 R)	33	80	1,200.70	6.66	YES
Florence 2 (A)	1	2	3	5	91.10	5.49	NO
Florence 3 (U)	0	3 (3 R)	3	7	277.80	2.52	NO
Florence 4 (BA)	0	0	0	2	92.90	2.15	YES
Florence 5 (A)	0	6 (5 R)	6	19	107.80	17.63	YES
Georgetown (A)	7	45 (26 R)	52	104	806.80	12.89	YES
Greenville (A)	36	110 (32 R)	146	344	4,768.80	7.21	YES
Greenwood 50 (A)	7	33 (11 R)	40	71	706.30	10.05	YES
Greenwood 51 (A)	4	1	5	11	94.60	11.63	YES
Greenwood 52 (G)	0	0	0	7	115.10	6.08	YES
Hampton 1 (A)	5	1	6	18	208.90	8.62	NO
Hampton 2 (U)	0	0	0	4	108.70	3.68	NO

School District	*Current Candidates (2007-2008 Cycle)	*Current Candidates (2006-2007 Cycle)	Total Current Candidates In Process (Both cycles and including Retake Candidates)	TOTAL NBCTs (Through 2006 Score Release)	Total # of Teachers	% of Teachers who are NBCTs	LOCAL Incentives (see pgs. 6 – 8 for details)
Horry (A)	50	110 (31 R)	160	173	2,625.0	6.59	YES
Jasper (U)	0	1 (1 R)	1	1	225.70	0.44	YES
Kershaw (A)	19	47 (12 R)	66	100	748.60	13.36	YES
Lancaster (A)	22	31 (9 R)	53	62	848.80	7.30	YES
Laurens 55 (BA)	8	10 (3 R)	18	16	402.30	3.98	YES
Laurens 56 (A)	5	11 (2 R)	16	12	243.40	4.93	YES
Lee (BA)	1	1 (1 R)	2	4	208.20	1.92	YES
Lexington 1 (E)	18	55 (16 R)	73	165	1,551.20	10.64	YES
Lexington 2 (A)	8	30 (17 R)	38	94	702.30	13.38	YES
Lexington 3 (A)	4	10 (3 R)	14	17	166.50	10.21	YES
Lexington 4 (BA)	3	12 (6 R)	15	24	249.0	9.64	YES
Lexington 5 (E)	13	58 (22 R)	71	252	1,273.0	19.80	YES
Marion 1 (U)	1	2	3	11	213.70	5.15	NO
Marion 2 (U)	5	0	5	3	136.50	2.20	YES
Marion 7 (U)	2	1 (1 R)	3	6	79.20	7.58	YES
Marlboro (BA)	2	3 (3 R)	5	20	382.40	5.23	YES
McCormick (BA)	1	0	1	4	80.0	5.00	YES
Newberry (BA)	13	18 (11 R)	31	42	495.30	8.48	YES
Oconee (A)	10	18 (6 R)	28	89	889.80	10.00	NO
Orangeburg 3 (U)	0	4 (4 R)	4	5	270.0	1.85	YES
Orangeburg 4 (BA)	3	2 (1 R)	5	10	305.30	3.28	YES
Orangeburg 5 (BA)	4	16 (4 R)	20	17	645.20	2.63	YES
Pickens (A)	6	24 (11 R)	30	99	1,138.0	8.70	YES
Richland 1 (BA)	55	94 (43 R)	149	197	2,248.30	8.76	YES
Richland 2 (A)	41	109 (40 R)	150	368	1,717.70	21.42	YES
*Saluda (BA)	1	1	2	2	158.20	1.26	NO
Spartanburg 1 (A)	1	8 (3 R)	9	19	387.50	4.90	NO
Spartanburg 2 (A)	2	26 (11 R)	28	52	572.0	9.09	YES
Spartanburg 3 (A)	0	6 (1 R)	6	20	221.0	9.05	NO

School District	*Current Candidates (2007-2008 Cycle)	*Current Candidates (2006-2007 Cycle)	Total Current Candidates In Process (Both cycles and including Retake Candidates)	TOTAL NBCTs (Through 2006 Score Release)	Total # of Teachers	% of Teachers who are NBCTs	LOCAL Incentives (see pgs. 6 – 8 for details)
Spartanburg 4 (G)	0	12 (5 R)	12	13	187.90	6.92	NO
Spartanburg 5 (A)	5	24 (7 R)	29	41	522.30	7.85	NO
Spartanburg 6 (A)	15	17 (5 R)	32	47	733.70	6.41	NO
Spartanburg 7 (BA)	3	11 (4 R)	14	52	736.30	7.06	NO
Sumter 2 (A)	0	12 (4 R)	12	19	650.40	2.92	YES
Sumter 17 (A)	4	33 (17 R)	37	52	655.50	7.93	YES
Union (BA)	0	9	9	15	368.0	4.08	NO
Williamsburg (BA)	0	1	1	5	416.80	1.20	YES
York 1 (A)	4	7	11	24	375.50	6.39	YES
York 2 (G)	6	29 (8 R)	35	46	436.20	10.55	YES
York 3 (A)	12	56 (18 R)	68	195	1,211.20	16.10	YES
York 4 (E)	12	23 (7 R)	35	111	584.70	18.98	YES

State-Supported Schools/Special Schools

School	*Current Candidates (2007-2008 Cycle)	*Current Candidates (2006-2007 Cycle)	Total Current Candidates In Process (Both cycles and including Retake Candidates)	TOTAL NBCTs (Through 2006 Score Release)	Total # of Teachers	% of Teachers who are NBCTs	LOCAL Incentives (see pgs. 6 – 8 for details)
Anderson AVC (E)	0	0	0	6	26.00	23.08	NO
Daniel Morgan Voc. (E)	0	0	0	5	21.00	23.81	NO
DJJ (E)	7	3	10	7	103.0	6.80	NO
FE Dubose (G)	0	0	0	2	12	16.67	NO
Felton Lab	0	1	1	0			
HB Swafford (E)	0	0	0	2	20.00	10.00	NO
John de la Howe (E)	0	0	0	3	14	21.4	NO
RD Anderson Tech					25.00	4.00	NO

(E)	0	0	0	0	1				
SC Governor's School for Arts (E)	0	1	1		13	37	35.14		NO
SC School for Deaf & Blind (E)	2	2 (2 R)	4		6	89.9	6.67		NO
Sumter County AVC (E)	0	0	0		1	12.00	8.33		NO
Palmetto Unified (E)	0	0	0		0	63.70	0		NO
Anderson Alternative	0	0	0		1	12.00	8.33		NO
Greenwood AVC	0	0	0		2	23.00	8.70		NO
TOTALS Based on information provided to CERRA by districts, SDE, NBCTs and NBPTS	611 as of May 2007 (Fall application window to open August 2007 – November 2007)	1,597 as of May 2007 (awaiting scores in December 07)	2,208 as of May 2007	4,639 claimed by SC Districts and Special Schools	53,346.1 Based on SDE file	~8.67 % of SC Teachers Based on SDE file	39 Districts Offering one time bonus or supplement	59 Districts Offering local incentives	

LOCAL Incentives in SC School Districts

- ABBEVILLE:** The Abbeville School District provides NBCTs with a \$1,500 supplement.
- AIKEN:** The district offers one [1] professional leave day, candidate support and technical support.
- ANDERSON ONE:** The district provides an annual \$1,000 supplement upon certification.
- ANDERSON TWO:** The district provides a one-time \$1,000 bonus upon certification.
- ANDERSON FOUR:** The district provides a \$3,000 salary supplement for the life of the certificate (pending annual board approval), \$65 reimbursement for the online National Board registration fee, two [2] release/staff development days and ongoing training sessions.
- ANDERSON FIVE:** The district provides candidate support workshops and awareness sessions.
- BARNWELL 29:** The district offers technical support and professional leave time to take assessment center exercises.
- BEAUFORT COUNTY:** The Beaufort County School District provides NBCTs with a \$2,000 annual salary increase for the ten-year life of the certificate.
- BERKELEY COUNTY:** The Berkeley School District pays an additional \$5,000 to NBCTs who agree to teach in rural schools determined by the state to have the greatest needs. Up to two retake fees are provided as well. Candidate support workshops are provided by district NBCTs in addition to technical support.
- CALHOUN COUNTY:** The district provides NBCTs with a one-time \$3,000 salary supplement upon certification.
- CHARLESTON COUNTY:** The Charleston County School District uses funds to support retreats and workshops for NBC candidates and bankers, stipends for NBCTs to conduct these activities, facilitator training and NBCT recognition events.
- CHEROKEE COUNTY:** The district offers one [1] professional leave day to candidates for portfolio/assessment preparation. In addition, the district provides awareness meetings and candidate support workshops throughout the school year.
- CHESTER COUNTY:** The district provides a \$3,000 salary supplement upon certification, two [2] professional leave days, candidate support workshops and technical support including use of laptops and video equipment.
- COLLETON COUNTY:** The district offers candidate support workshops and technical support such as use of laptops and assistance with videotaping.
- DARLINGTON COUNTY:** The district provides a \$2,000 salary supplement upon certification, two [2] professional leave days, payment for one banked entry, a tuition-free graduate class and opportunities to work with NBCTs.
- DILLON TWO:** National Board Certified Teachers receive a one time bonus of \$1,000 during the initial year receiving National Board Certification.
- DORCHESTER TWO:** The district offers candidate support meetings.
- DORCHESTER FOUR:** The district provides awareness and candidate support meetings, one [1] professional leave day to candidates working on portfolio entries, laptop computer loan while pursuing certification and reimbursement for the registration fee.
- EDGEFIELD COUNTY:** The district offers graduate courses, candidate support groups and technical support.
- FAIRFIELD COUNTY:** The district provides NBCTs with a \$4,000 salary supplement for the life of the certificate and three [3] professional leave days for candidates.

FLORENCE ONE: The district offers a one-time \$1,000 bonus upon certification and two [2] professional leave days for candidates.

FLORENCE FOUR: The district offers two [2] professional development days, pays a \$300 reapplication fee and provides technical support including copying and videotaping.

FLORENCE FIVE: The district offers three [3] professional leave days for candidates. In addition, the district offers mentoring and workshops to candidates, as well as financial support to retakers.

GEORGETOWN COUNTY: The district offers a \$3,000 salary supplement upon certification and provides candidate support retreats and two [2] professional leave days. In addition, the district will supplement one retake for retakers in 2005. Retreats and Workshops are ongoing.

GREENVILLE COUNTY: The district offers candidate support meetings for those seeking National Board Certification.

GREENWOOD 50: The district provides NBCTs with a \$3,000 salary supplement upon certification.

GREENWOOD 51: The district provides NBCTs with a \$1,500 salary supplement.

GREENWOOD 52: The district provides NBCTs with a one-time \$450 upon certification.

HORRY COUNTY: The Horry County Board of Education approved a district supplement of \$4,000 for National Board Certified teachers. The supplement will be phased in over two years with \$2,000 being paid in 2005-06 and the full \$4,000 being paid in 2006-2007.

JASPER COUNTY: The district provides NBCTs with a \$1,500 salary supplement for the life of the certificate.

KERSHAW COUNTY: The district provides NBCTs with a \$5,000 salary supplement.

LANCASTER COUNTY: The district pays for one retake fee, provides one [1] professional leave day, technical support and a recertification course for those interested in pursuing National Board Certification.

LAURENS 55: The district offers a \$1,500 salary supplement upon certification.

LAURENS 56: Candidate support is provided through monthly meetings held by NBCTs in the district.

LEE: The district provides \$500 to first year NBCTs. Each concurrent year, the district provides a \$1000 supplement to NBCTs.

LEXINGTON ONE: The district provides NBCTs with a \$3,000 salary supplement.

LEXINGTON TWO: The district provides an annual \$3,500 salary supplement for the life of the certificate, support workshops throughout the year and awareness meetings for candidates.

LEXINGTON THREE: The district provides a \$3,000 salary supplement upon certification and two [2] professional leave days for candidates.

LEXINGTON FOUR: The district provides a \$3,000 salary supplement upon certification and two [2] professional leave days for candidates.

LEXINGTON/RICHLAND FIVE: The district provides NBCTs with a \$5,000 salary supplement pending board approval and provides candidate support workshops and awareness meetings.

MARLBORO COUNTY: The district provides candidates two [2] professional leave days to work on the portfolio and a one-time \$1000 salary supplement for NBCTs upon certification.

MARION TWO: The school district offers two [2] professional leave days, candidate support meetings and technical support.

MARION SEVEN: The school district offers mentoring and technical support as well as professional development days to assist candidates in their portfolio preparation.

MCCORMICK COUNTY: The school district provides NBCTs with a \$1,500 salary supplement for the life of the certificate.

NEWBERRY COUNTY: Upon certification, teachers receive an annual \$2,500 salary supplement for the life of the certificate. In addition, the district provides technical assistance, two [2] professional leave days, and monthly candidate support workshops with a NBCT instructor.

ORANGEBURG THREE: The school district provides NBCTs with a \$3,000 salary supplement for the life of the certificate, candidate support workshops and technical support.

ORANGEBURG FOUR: The school district provides a \$3,000 salary supplement upon certification.

ORANGEBURG FIVE: The school district provides NBCTs with a \$3,000 salary supplement for the life of the certificate and candidate support sessions for those seeking National Board Certification.

PICKENS COUNTY: The school district offers two [2] professional leave days and candidate support meetings.

RICHLAND ONE: Upon certification, teachers receive an annual \$5,500 salary supplement for the life of the certificate. In addition, the district pays fees for two retake exercises, provides candidate support workshops and awareness meetings.

RICHLAND TWO: The district provides a \$5,000 annual salary supplement for the life of the certificate and provides candidate support workshops.

SPARTANBURG TWO: The district provides a tuition free graduate course for NBC candidates.

SUMTER TWO: The district provides candidate support meetings as well as technical support.

SUMTER 17: The district offers candidate support groups with the option to earn recertification points. A mini-conference conducted by District 17 NBCTs is provided free of charge for new candidates, candidates-in-waiting, and interested teachers. A minimum of two awareness meetings are held yearly.

WILLIAMSBURG COUNTY: The district provides a \$3,000 supplement distributed over the first three years of certification as National Board teacher (\$1,000 per year).

YORK ONE: The district provides assistance with the application process and continual technological support.

YORK TWO: The district awards a \$1,000 supplement to teachers who receive NBC.

YORK THREE: The district provides an annual \$3,000 salary supplement for the life of the certificate and offers repayment of the State loan for qualified bankers who do not achieve National Board Certification within three years.

YORK FOUR: The district provides a \$3,000 salary supplement upon certification as well as extensive support groups for candidates. Some of these provide direct instruction on the various requirements of NB. Others are Help Sessions. Candidates earn renewal credits but it is no longer for graduate credit.

Please check with individual local education agency liaisons regarding candidate support and incentives as this list may not reflect recent developments.

Appendix D

Minimum Salary Scale, 2007-08

Appendix E
South Carolina

State Minimum Salary Schedule

**Current Findings
and
Proposed Recommendations**

Prepared by

**Teacher Salary Schedule Revision
Task Force**

January 2006

Table of Contents

Task Force Members

Rationale and Task Force Mission

Research Findings

- SC State Minimum Salary Schedule

- Recruitment and Retention

- Differential Pay Options (National Perspective)

Recommendations

- General

- Differential Pay Options

Talking Points

- General Recommendations

- National Board for Professional Teaching Standards (NBPTS)

- Mentoring

- Longevity Award

- Critical Need Subject Areas

- Hard To Staff Schools

Appendices

- Proposed State Minimum Salary Schedule – Cell Index Values

- Proposed State Minimum Salary Schedule – Dollar Amounts

- Estimated Costs: Longevity Bonuses, Mentoring, Pay Increase to Average of GA and NC, Extending Salary Schedule to 27 Years

- Glossary of Terms

- Teacher Comments on National Board Certification

Endnotes

Task Force Member

Dr. Joanne Avery - Chairman

Director of Human Services
Anderson School District Four
315 East Queen Street, Box 545
Pendleton, SC 29670
864-646-8000
javery@anderson4.k12.sc.us

Pam Arrington

Executive Director, Human Resources
Newberry County Schools
PO Box 718, 1539 Martin Street
Newberry, SC 29108
803-421-2600
parrington@newberry.k12.sc.us

Ann Byrd

Executive Director, CERRA
Stewart House at Winthrop University
Rock Hill, SC 29733
803-323-4032 x 6411
byrda@winthrop.edu

Annette Craig

Assistant Superintendent for Personnel
Pickens County School District
1348 Griffin Mill Road
Easley, SC 29640
864-855-8150 X 144
craigag@pickens.k12.sc.us

Bob Davis

Chief Financial Officer
Richland District 2
6831 Brookfield Road
Columbia, SC 29206
803-738-3293
bdavis@richland2.org

Cynthia Gant

Director of Personnel
Colleton County Schools
P.O. Box 290
Walterboro, SC 29488
843-549-1105
cgant@mail.colleton.k12.sc.us

Dr. Paul Krohne

Executive Director
SCSBA
1027 Barnwell Street
Columbia, SC 29201-3834
803-799-6601
pkrohne@scsba.org

Kathy Maness

Executive Director
Palmetto State Teachers Association
1901 Gadsden St., Suite B
Columbia, SC 29201
803-256-2065
800-849-7782
kfc137@bellsouth.net

Dr. Cecil McClary

Director of Personnel
Lexington Four
607 East Fifth Street
Swansea, SC 29160
803-568-1000
cmclary@lexington4.net

Pierce McNair

Legislative Liason
SC State Department of Education
1429 Senate Street
Columbia, SC 29201
803-734-3384
pmcnair@sde.state.sc.us

Sheila Gallagher

President
The South Carolina Education Association
421 Zimalcrest Drive
Columbia, SC 29210
803-551-4130
sgallagher@thescea.org

Represented by Kayetta Meadows

Director, Instructional Issues/Organizational Dev.
800-422-7232 ext. 4136
kmeadows@thescea.org

D. Richard Miller

Executive Director
The South Carolina Education Association
421 Zimalcrest Drive
Columbia, SC 29210
803-772-533
rmiller@thescea.org
(803) 551-4154
ccahoo@thescea.org

Represented by Cecil Cahoon

Director, Government Relations

Dr. Janice Poda

Deputy Superintendent
Division of Educator Quality
Landmark II Office Building
3700 Forest Drive, Suite 500
Columbia, South Carolina 29204
803-734-7896
jpoda@scteachers.org

Mr. Joe Pye

Superintendent
Dorchester Two
102 Greenwave Boulevard
Summerville, SC 29483
843-873-2901
jpye@dorchester2.k12.sc.us

Dr. Steve Quick

Superintendent
Florence District Two
2121 South Pamplico Highway
Pamplico, SC 29583
843-493-2502
swquick@yahoo.com

Kathy Schwalbe

Program Director, CERRA
Stewart House at Winthrop
University
Rock Hill, SC 29733
888-551-3804
schwalbek@winthrop.edu

Molly Spearman

Executive Director
SCASA
121 West Park Blvd., Suite A
Columbia, SC 29210
803-798-8380
molly@scasa.org

Cookie Winburn

Instructional Coach
2005 SC Teacher of the Year
Richland Two Induction Program
6831 Brookfield Road
Columbia, SC 29206
lwinburn@richland2.org
803-699-3500 ext. 5213

Lisa Coker

Task Force Administrative
Assistant
Anderson School District Four
315 East Queen Street, Box 545
Pendleton, SC 29670
864-646-8000
locker@anderson4.k12.sc.us

RATIONALE

According to the National Commission on Teaching and America's Future (January 2003), the mistaken belief that teacher supply is the real issue has misled needed efforts in developing and keeping highly qualified educators. Recent nationwide studies on teacher shortage have determined that "the real staffing problem is teacher retention."

Figures clearly show that the nation has substantially increased its supply of new graduates by 50 percent over the past decade. Unfortunately, America's schools are losing about the same number of teachers as they hire each year. In 2000 alone, 534,861 teachers were hired nationally while 539,778 teachers changed school districts or left the profession. The picture becomes even clearer when targeting beginning teacher attrition rates, which show an exodus rate of 33 percent after the third year and 46 percent by the fifth year.

The cost of teacher turnover is critical, both financially and in regards to student performance. Not only does the constant state of flux create a major disruption to the strength and continuity of the school community, high turnover rates lead to high concentrations of inexperienced, vulnerable novice teachers. Veteran teachers who are focused upon their own class loads become overburdened by the additional needs of their peers create working conditions that do not support adult learning or professional development necessary to meet the challenges of our teaching force. Tragically, the dividends of accomplished teachers and heightened student achievement are lost.

In South Carolina, statistics support national findings (i.e. 2004-05: 5,222 teachers departed while 6,486 were hired, 33 of which were new graduates). *(2004-05 Fall Teacher/Administrator Supply and Demand Survey, CERRA)*

MISSION

The Teacher Salary Schedule Revision Task Force was created in August 2005 under the direction of South Carolina Association of School Administrators (SCASA) in response to work initiated by the Personnel Division's Recruiting Action team. Its mission was to provide recommendations for revision of the state's Minimum Salary Schedule that would address the growing educator recruitment and retention problems in South Carolina.

The Task Force's scope of work was guided by the approved 2006 Legislative Platform, which includes under the Teacher and Principal Recruitment and Retention Position Statement: *Revise the State's teacher salary schedule to compensate educators for acquiring advanced knowledge and skills, assuming additional responsibilities, demonstrating exemplary performance, and teaching in hard-to-staff schools and subject areas.*

RESEARCH FINDINGS

SC State Minimum Salary Schedule

- The development of the State Minimum Salary Schedule most likely occurred in the mid-1940's around the time that the state required teacher certification. No written record was found. The original version provided incentives for education levels, grades (based on NTE scores), gender (males paid higher), and race (Caucasians paid higher). Changes made to the model included:
 - elimination of race and gender incentives (1950's)
 - elimination of NTE grade incentives (1970's)
 - addition of steps, 18-19 and 20-22, (2000 and 2001 respectfully)

Discussions were held in 2000 regarding the elimination of the Master's +30 column. No official action was taken. A compromise was made requiring that coursework must be completed in seven years and that 21 hours must be in a specific content/certification area.

- Statute No. 163 (1977) called for the state minimum salary schedule to be based on the state aid teachers' salary index. In fiscal year 1979, the date of implementation, the 1.000 figure in the index was \$8,750.
- In fiscal year 1985, the 1.000 figure in the index was \$14,172. This figure was based on a 10.27% increase pursuant to the South Carolina Education Improvement Act (EIA) of 1984.
- Beginning with fiscal year 1986, the 1.000 figure in the index had to be adjusted on a schedule to stay at the southeastern average as projected by the Division of Research and Statistical Services and provided to the Budget and Control Board and General Assembly. The southeastern average is calculated based on a simple average of teachers' salaries of the southeastern states. The calculation of base teacher pay includes all local supplements and incentive pay. (Note: Original calculations of the southeastern average were based on a weighted average, and later changed in the mid-1990's to a simple average calculation.)

Recruitment and Retention

Fact: The cost of teacher turnover is severe, both financially and in regards to student performance. American schools spend \$2.6 billion annually replacing teachers. (1)

South Carolina	Teacher Hired	Teachers Leaving the Profession
2004-05	6,486.75	5,574
2003-04	4,828.75	5,196
2002-03	5,581.7	4,807

*CERRA, Fall Teacher/Administrator Supply and Demand Survey
(2004-05, 2003-04, 2002-03)*

Fact: This constant state of flux creates a major disruption to the strength and continuity of the school community. High turnover rates create high concentrations of inexperienced, vulnerable teachers. Veteran teachers become overburdened by the additional needs of their peers. And tragically, the dividends of accomplished teachers and heightened student achievement are lost. (2)

Fact: SC school districts are finding it increasingly more difficult to attract competent, dedicated teachers resulting in extreme shortages.
SC Teacher Vacancies: 2004-05 (9%), 2003-04 (8%)

Fact: According to federal statistics, 15.7 percent of teachers leave the profession every year, compared to an 11.9 percent average for all other professions - suggesting a strong link between teacher turnover and difficulties associated with hiring quality teachers. (3)

Fact: Salary schedules based on seniority (experienced-based) are not keeping pace with the rapidly changing environment of schools and are indirect indicators of knowledge and skills. (4) Today, rewards should be given to teachers for improving their own skills and knowledge and schools for demonstrating high achievement. In fact, the current salary schedule rewards a teacher who performs poorly at the same rate as a hard-working, highly effective teacher. (5, 6)

Fact: The factor that most discourages top talent from entering or staying in public education is the lack of career advancement opportunities. (7)

Fact: Teaching can be seen as a flat profession due to the fact that teachers essentially perform the same tasks throughout their career, with administrative positions often the only advancement in influence, level of responsibility, and salary. (8) Thus, by not addressing the need, SC's present system encourages our most committed, experienced, and accomplished teachers out of the classroom.

Fact: Compensation structures have been associated with wide worker acceptance, better employee morale, improved organizational performance, and higher salaries. (4)

Fact: Professional jobs deserve professional compensation. Raising the salaries of our educators sends a positive message about the value that SC places on public education and classroom teachers.

Fact: Compensation pay is a strong recruitment tool for SC. Better recruitment lends itself to better retention. (9) Likewise, better retention creates a solid foundation for greater talent recruitment and better working conditions.

Differential Pay Options (National Perspective)

The chronic shortage of teachers in high demand fields is nationwide. Many states are looking at differential pay based on expertise, performance, or market demands in an effort to attract more and better-qualified candidates. The following is a brief overview of current practices in selected states.

Arizona, Iowa, and New Mexico

All three states have systems in place that give teachers extra pay for classroom performance.

Denver, Colorado, ProComp

On November 1, 2005, voters in Denver approved a \$25 million teacher pay-for-performance plan that will reward teachers for boosting student achievement. Under the plan, ProComp, educators will also receive bonuses for teaching in hard-to staff subjects and for teaching in high-need schools paid for by adding about \$2 in property taxes for every \$100,000 a home is worth. The increase will bring the total amount the city pays for teacher compensation to \$225 million.

Florida, Maryland, Massachusetts

These states are currently looking at tying teacher pay to performance as well as lifting salaries for all teachers. In Massachusetts, Governor Mitt Romney is expected to outline the specifics of his education reform plan in his State of the State address in January. The education reform legislation calls for such things as the addition of 1,000 math teachers and a \$5,000 bonus for the state's best teachers.

Georgia

Georgia ranked 15th in the nation for its average teacher salary of \$45,848 in 2003-04, according to the American Federation of Teachers' (AFT) annual teacher salary survey, released in October 2005. In addition, Georgia ranked 6th in the nation for average beginning teacher salary, at \$35,116, an increase of 3.4 percent from 2002-03. (Note: South Carolina was 28th, at \$41,162)

Milken, TAP (Teacher Advancement Program)

Arkansas, Louisiana, Minnesota, Oklahoma, and South Carolina use money from the Milken Foundation for teacher development programs that lead to higher salaries.

North Carolina

To help recruit and retain teachers, Governor Mike Easley has announced plans to incrementally raise the average teacher salary schedule from last year's \$43,313 to about \$52,296, the projected national average by 2008-09. Money earmarked by the legislature will cover this \$75-month increase and projected revenue will handle the remaining raises. In addition, pay for NBPTS is built into the salary schedule providing teachers with a 12% increase to their current rate.

Texas

In Texas, Governor Rick Perry ordered the state's first incentive-pay program for teachers. The \$10 million plan will reward teachers who succeed in economically disadvantaged schools.

RECOMMENDATIONS

General

- Increase funding in order to raise the annual average teacher salary in South Carolina to the average of North Carolina and Georgia.
- Include in the Minimum Salary Schedule differential pay options for poverty, critical need subject areas, mentoring, and National Board Certification either by multipliers, line item, or column.
- Increase the number of steps on the Minimum Salary Schedule to 27, by annually funding an additional step for the next six years.

Differential Pay Options

- Continue to provide \$7,500 annually to teachers who are certified by the National Board for Professional Teaching Standards.
- Provide \$2,000 to teachers who serve as mentors and meet all qualifications and training requirements as outlined in the state's Mentoring and Induction Guidelines approved by the State Board of Education in July 2005.
(<http://www.scteachers.org/index.cfm>)
- In addition to step increases, grant lump sum longevity bonuses of \$3,000 to educators employed in South Carolina public schools after every five years of service instate as identified by the following PCS codes: 03-08, 10, 11, 17 & 18 starting after year 10.
- Increase base pay of educators teaching in a State Board of Education approved critical needs subject area by a specified index as determined by the school district's free and reduced lunch percentage.
- Increase base pay of educators teaching in hard to staff schools by a specified index as determined by the school district's free and reduced lunch percentage.

TALKING POINTS

GENERAL RECOMMENDATIONS

(1). Increase funding in order to raise the annual average teacher salary in South Carolina to the average of North Carolina and Georgia.

- Competition for highly qualified teachers is critical; especially from bordering states whose average teacher salary is currently well-above South Carolina's. North Carolina's Governor Mike Easley has announced plans to incrementally raise the average teacher salary to \$52,206 in an effort to recruit and retain teachers. Each year South Carolina delays raising its average teacher pay, more teachers will be lured to higher paying positions in bordering states.
- Increasing the average teacher salary in South Carolina will greatly address teacher shortages, particularly in high-demand fields such as science, math, and special education. Higher pay sends the message that educators are valued in South Carolina. Tragically, if the trend of slight to no pay increases continues, teaching will have a more difficult time reaching parity with the pay of other professions.
- The impending election year gives our state the opportunity to shine a spotlight on the improvement of schools through the development of stronger, more effective teachers who are supported in their formative years.
- Higher pay will encourage the best and the brightest to commit to enter into the profession. Traditional teacher preparation programs continue to face competition from other disciplines because the status, working conditions, and compensation for teachers continue to lag behind other fields.
- Increasing the average teacher salary in South Carolina will provide schools and students with sufficient numbers of skilled teachers. In addition, this increase will be essential to keeping teachers from leaving the profession and ensuring that those who are prepared remain in the classroom for a long period.
- Historical research has revealed that South Carolina's teacher salary schedule has not been revised in 30 years. Revisions since its creation in the 1940's have included eliminating pay differential for race, gender, and test scores. Pay schemes based almost exclusively on seniority are simply inappropriate and counter-productive for school systems that face a constant need to adapt and improve with a rapidly changing environment. Today, attention must be given to looking at differential pay options in South Carolina that attract and retain the best and the brightest teachers.
- In the past three years, severe teacher shortages in South Carolina have been addressed by hiring international teachers. Statistics indicate that the number of international teachers hired in South Carolina has increased from 30 in 2003 to 323 in 2005. While the hiring of international teachers provides a solution to filling immediate vacancies, it brings cultural, and financial challenges to a growing shortage problem.

- Teacher responsibilities and accountability continue to increase. Implementing a new compensation system with differential pay options would lead to better teacher morale and improved organizational performance.
- Establishing a new pay system without adequate funding would lead to its failure. In addition, uncertainty about funding long-term leads teachers and teacher prospects to be skeptical of the leadership of our profession resulting in heightened retention and recruitment problems in South Carolina.

(2). Include in the Minimum Salary Schedule differential pay options either by multipliers, line item, or column.

- The current system provides pay increases for years of experience and educational/university degrees and coursework. These variables are indirect indicators of knowledge and skills. This system assumes that teachers with more education units and more experience in the classroom have developed a greater professional expertise. Furthermore, many of the credits used as a basis for salary increases are loosely connected to teaching responsibilities and challenging subject-matter instruction.
- Meeting all of the requirements of an effective compensation system promotes equity, rationality, competitiveness, retention, job performance, responsiveness, and career growth.
- Inclusion of differential pay options in the teacher pay system establishes market-driven compensation based in part on the demand for their services, skills, and knowledge.
- Devising a minimum salary schedule that offers teachers differential pay options and the chance to earn relatively higher salaries would provide teacher advancement without leaving the classroom.
- Increasing the base pay of educators teaching in an approved critical needs subject area or hard to staff school by a specified index as determined by the school district's free and reduced lunch percentage assists all school district s in recruiting and retaining teachers.
- Providing differential pay options, some in part based on the free and reduced lunch percentage for school districts, assists all schools in recruiting and retaining highly qualified teachers as defined in the No Child Left Behind Act federal guidelines.
- Adding additional differential pay options provides teachers with more than two ways to increase their salary.

(3). Add additional steps to the Minimum Salary Schedule up to 27 years.

- Currently, the salary schedule does not reward teachers financially for staying in the profession beyond 22 years and prior to retirement.
- Leveling off salaries at a time when teachers are highly skilled sends the message that quality service is not valued.

- Teachers lose the two percent annual incremental pay for each year of service after 22 years in the profession.

NATIONAL BOARD FOR PROFESSIONAL TEACHING STANDARDS

- Currently SC ranks third in the number of National Board Certified Teachers (4,443) and second in the number of African American NBCTs.
- In 2001-2002, when incentives were created for this advanced certification, the number of National Board Certified Teachers in South Carolina increased from 361 to 1,291.
- Various studies indicate that National Board Certified Teachers help students achieve larger testing gains, are particularly effective with students who have special needs (*CBA Miami-Dade 2004*) and, on average, students of National Board Certified Teachers scored as if they had received more than a month's worth of additional instruction (*Arizona State University 2004*).
- The National Board for Professional Teaching Standards was created by national professional education organizations and accomplished classroom practitioners at the national level (National Council of Teachers of English and the National Middle School Association, for example); therefore the standards are embedded with the nation's most rigorous content knowledge and pedagogy.
- A salary supplement for National Board Certification encourages outstanding teachers to stay in the classroom.
- The number of teachers pursuing National Board Certification has leveled off in the past two years resulting in stabilization of funding.
- Teachers should be rewarded for improving their own skills, guiding their own professional development, and gaining new knowledge and abilities.
- The National Board Certification process establishes ongoing and continuing professional development, which has a direct impact on student achievement.

(Note: Teacher comments regarding National Board Certification can be found in the Appendix.)

MENTORING

- American schools spend \$2.6 billion annually replacing teachers. (*Alliance for Excellent Education, Straight A's, Volume 5, No. 11, June 6, 2005*) It is estimated that districts spend about \$11,000 to replace a teacher (School's Out, *Edutopia*, Claudia Graziano, Feb/March 2005).
- This constant state of flux creates a major disruption to the strength and continuity of the school community. High turnover rates create high concentrations of inexperienced, vulnerable teachers. Veteran teachers become overburdened by the additional needs of their peers. And tragically, the dividends of seasoned teachers and heightened student achievement are lost. (*No Dream Denied*, National Commission on Teaching and America's Future, January 2003)
- National data indicates that teachers without sustained induction support provided by a trained mentor leave the profession at a rate of almost 70 percent higher than those who receive it. (National Center for Education Statistics, USDE, Washington, D.C., 2000).
- In South Carolina, statistics support national findings (i.e. 2004-05: 5,222 teachers departed while 6,486 were hired, 33% of which were new graduates). (2004-05 Fall Teacher/Administrator Supply and Demand Survey, CERRA)
- In July 2005, the South Carolina Mentoring and Induction Program Implementation Guidelines were approved calling for standardization of mentor credentials, training, and responsibilities. Currently, 28 states have state-level teacher induction programs – only 10 states have mandated them and provide funding (Recruiting New Teachers, non-profit organization – Mildred Hudson, CEO, Belmont, Mass.)
- Tailoring support to new teachers is widely confirmed by research, which states that “one size does not fit all” for induction and ongoing professional development for all teachers.
- Mentoring improves the skills and knowledge of both the new and veteran teacher and increases the likelihood that both will be retained in our profession.
- Research supports mentoring as being the number one strategy for addressing retention. Nationally, a growing number of effective mentoring programs have been implemented. With the state's newly adopted Mentoring and Induction Program Implementation Guidelines, timing is excellent for the inclusion of differential pay for mentors.
- Mentoring programs contribute in a positive way in helping new teachers have the skills they need to be successful in raising student achievement.

LONGEVITY BONUSES

- Longevity bonuses tie salary increases to work experience in South Carolina public schools.
- Bordering states like North Carolina, which is one of South Carolina's greatest competitors, is already providing longevity bonuses starting with years 10-14.
- Providing financial incentives for staying in the profession should lead to lower attrition rates statewide.
- Lower attrition rates result in a more stable school culture with the end result of higher student achievement.
- Providing longevity bonuses sends a strong message to educators and the general public that the teaching profession is valued in South Carolina.
- Longevity bonuses would encourage administrator retention easing critical shortages currently experienced in South Carolina.
- Longevity bonuses reduce the need for signing bonuses, which improves teacher retention in a specific school district.

CRITICAL NEED SUBJECT AREAS

- Paying all teachers alike virtually guarantees shortages by field.
- High salaries for critical need subject areas would encourage prospective teacher candidates to consider these teaching shortage areas.
- Some teacher preparation programs in South Carolina have to eliminate programs in critical need subject areas due to low enrollment. Additional stipends may encourage higher entrance numbers and preserve these needed teacher preparation programs.
- Providing differential pay for critical needs subject areas based on the free and reduced lunch percentage for school districts will assist all schools in recruiting and retaining highly qualified teachers as defined in the No Child Left Behind federal legislation guidelines.
- Shortages in critical need areas force districts to hire growing numbers of out-of-field teachers and substitutes. Increasing the number of highly qualified teachers in these teaching areas will directly impact student achievement.

HARD TO STAFF SCHOOLS

- Teacher quality is one of the most important factors in student success. Statistics reveal that vacancies and turnover rates are higher in hard to staff schools. Most hard-to-staff schools serve low-income communities with larger percentages (20 percent compared to 15.7 percent - national average for percentage of teachers who leave the profession annually) of children at risk of failure or dropping out. It is these school communities that have the most urgent need for attracting and keeping highly-skilled and motivated teachers.
- Increasing the base pay of educators teaching in a hard to staff school by a specified index as determined by the school district's free and reduced lunch percentage assists all school district s in recruiting and retaining teachers.
- Hard to staff schools are often unable to match salaries, benefits, and amenities. As a result, they cannot be as selective and often have to accept higher levels of out-of-field teachers and substitutes.
- Rewarding teachers for teaching in hard to staff areas encourages statewide retention.
- Overall student achievement will rise statewide by addressing low achieving/hard to staff schools.

APPENDICIES

Glossary of Terms

Critical Need Subject Areas are determined annually by the number of teaching positions available that are vacant or filled with candidates not fully certified in the particular subject area.

Hard-to-Staff Schools are those that have an insufficient supply of effective teachers (teachers who can successfully promote student learning) for all students, including high-poverty and minority students. Hard-to-staff schools are characterized by a(n):

- Large percentage of socioeconomically disadvantaged students
- Difficult teaching environment
- Undesirable school location
- Low academic achievement of student population.

Professional Certified Staff (PCS) System is a web-based system used by district staff to report staff information such as salary, position, days employed, and location to several State Department of Education offices.

Simple Average

The simple average is the sum of all three states (South Carolina, North Carolina, and Georgia) divided by three.

State	Average Salary
SC	\$42,000
NC	\$44,000
GA	<u>\$47,000</u>
$\$133,000 \div 3 = \$44,333$	

Simple Average: \$44,333

Weighted Average

The weighted average is the sum of dollars divided by the number of teachers.

State	Average Salary	# of teachers	
SC	\$42,000	46,000	\$1,932,000,000
NC	\$44,000	75,000	\$3,300,000,000
GA	<u>\$47,000</u>	<u>100,000</u>	<u>\$4,700,000,000</u>
	\$133,000	221,000	\$9,932,000,000

Weighted Average: \$44,941.18

Teacher Comments on National Board Certification

Gail Bienstock, School Counselor

I believe that holding what we do under a microscope and being accountable for outcomes is a growth experience for each and all of us. On a personal level, it helped me be more respectful of the incredible challenges each of our teachers face daily when I make suggestions on our student assistance team.

The validation that comes through support and direction so readily given by peers was also a growth experience. I'm used to being the giver because of my role, so was very grateful for the many members of our faculty and staff, and of the entire RD2 community who reached out to be supportive. It gives a whole new level of meaning to "collaborative." As for reaching out to the next line of candidates, I've already started that process, and will continue, with hopes that each new generation joins until we can truly mentor 1:1 with someone whose style allows the greatest benefit from the mentoring.

Cheryl Guy, Social Studies

As a veteran teacher, NB gave me the professional development opportunity to reflect on and improve strategies that make teaching and learning effective. The process also caused me to research best practices and to continue to improve teaching and learning in my classroom.

Arlene Bakutes, English/Language Arts

NB process encourages reflection and that is the real reward for teachers. This reflection benefits a teacher's classroom performance.

Christi McCollum, Elementary

National Board process taught me how to really be a reflective teacher and look at the practices I use in the classroom and to question why I do what I do and how it impacts the students I teach. It taught me to question my practices and never use a strategy simply because it is one I am comfortable with, but to find strategies that lead my students to success even if that means stretching myself to think out of the box.

I am a more effective educator having completed the National Board process. Teaching is not simply about content. It is about understanding the core propositions of National Boards and being able to internalize them and apply them every moment of every day with every child I encounter.

Penny Wendt, Instructional Technology Specialist

Because it had been many years since I had been in school, the NB process caused me to go back and revisit many of the content areas related to my profession. As a result, I feel I am more up to date on many of the issues related to my profession.

ENDNOTES

- (1) Alliance for Excellent Education, *Straight A's*, Volume 5, No. 11, June 6, 2005.
- (2) National Commission on Teaching and America's Future, *No Dream Denied*, January 2003.
- (3) Hull, Jonathan Watts, "Filling the Gaps." Threshold, Exploring the Future of Education, Spring 2004, pp. 8-11.
- (4) Kelley, Carolyn and Allan Odden. Consortium for Policy Research in Education, Financial Briefs: *Reinventing Teacher Compensation Systems*, September 1995.
- (5) Lankford, Hamilton, Susanna Loeb, and James Wyckoff. 2002. "Teacher Sorting and the Plight of Urban Schools." Education Evaluation and Policy Analysis. Vol. 2 No.1, pp. 37-62.
- (6) Stinebrickner, Todd. 2001. "A Dynamic Model of Teacher Labor Supply." Journal of Labor Economics, Vol. 19 No.1 (January), pp.196-230.
- (7) Milliken, Lowell. 2000. A Matter of Quality: A Strategy for Assuring the High Caliber of America's Teachers, Milliken Family Foundation, Santa Monica, California, pp. 6-21.
- (8) Ferriter, William and John Norton. "Creating a Culture of Excellence." Threshold, Exploring the Future of Education, Spring 2004, pp. 18-21.
- (9) Levin, Jessica and Meredith Quinn. "Missed Opportunities: How we Keep High-Quality Teachers Out of Urban Schools." The New Teacher Project, September 2003.

The Education Oversight Committee does not discriminate on the basis of race, color, national origin, religion, sex, or handicap in its practices relating to employment or establishment and administration of its programs and initiatives. Inquiries regarding employment, programs and initiatives of the Committee should be directed to the Executive Director 803.734.6148.